

Performance and Organizational Adaptation Improvement of Private Course and Training Institutions

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Abstract

Interactions among culture, commitment, and organizational adaptation play a significant role in non-formal educational organizations, such as private courses and training institutions. These factors are crucial for maintaining and enhancing organizational performance. This research examines the organizational dynamics within private course and training institutions in Indonesia, focusing on how strategic management and work engagement directly contribute to organizational success and adaptability. By integrating quantitative assessments with a comprehensive theoretical framework, this study aims to provide a deeper understanding of the factors driving the successful adaptation of private course and training institutions in Indonesia amidst increasing global competition and technological advancements. Through this exploration, the research seeks to offer strategic insights and best practices for non-formal educational organizations in similar contexts. This research surveyed approximately 500 staff members from various Private Course and Training Institutions (PCTIs) across Indonesia, selected through systematic sampling from an estimated population of 576 to 960 individuals working in 192 PCTIs. A structured questionnaire, consisting of both closed and open-ended questions, was used to collect quantitative data regarding their perceptions of key organizational factors. The analysis techniques employed included multiple regression, path analysis, and Structural Equation Modeling (SEM) to explore the relationships between variables and understand organizational dynamics within these institutions. The results indicate several significant direct impacts among the variables. Work Engagement (X6) demonstrates a strong and statistically significant impact on Organizational Adaptation (Y3) with a path coefficient of 0.470 ($p < 0.001$), indicating a substantial direct effect. Organizational Learning (X4) also shows a significant impact on Work Engagement (X6) with a high coefficient of 0.660 ($p < 0.001$), and on Organizational Adaptation (Y3) with a coefficient of 0.228 ($p = 0.014$). Knowledge Transfer (X5) has a considerable direct impact on Organizational Adaptation (Y3) and Performance (Y1 and Y2) with coefficients ranging from 0.078 to 0.119, all of which are statistically significant. Conversely, the impact of Organizational Culture (X3) on Organizational Adaptation (Y3) is very weak and not significant (coefficient = 0.010, $p = 0.651$).

Keywords: *Organizational Learning, Organizational Adaptation, Private Course and Training Institutions, Non-Formal Education.*

Introduction

Non-formal education, such as Private Course and Training Institutions (PCTIs) is an important pillar of a knowledgeable society, adapting to social and economic changes by prioritizing partnerships and embracing diversity (I. Vali, 2014). Combining formal education with non-formal education develops 21st-century skills and increases trainee engagement, commitment and empowerment, contributing to a more sustainable approach to social innovation (Rasyad, A., & Ryanto, 2018) (T. Dieguez, P. Loureiro, 2022). PCTIs provide a crucial platform for the development of skills and knowledge needed in the modern economy, often filling gaps not covered by the formal education system. In the face of globalization, digitalization, and shifts in the job market, PCTIs offer relevant training that not only improves technical skills but also individual adaptability (Rasyad, A. 2015) (Busso, Park, & Irazoque, 2023). The courses offered range from information and communications technology to managerial and entrepreneurial skills, all designed to strengthen trainees' economic resilience in the face of market changes.

PCTIs play a vital role in enhancing capacity and capability, including providing skills and training for existing staff and new employees to adapt to changes in the external environment (J. Iao-Jørgensen, 2023). This is particularly important in areas where access to formal education is limited or where formal education

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fails to provide skills that meet current labor market demands. Additionally, in a social context, PCTIs promote social inclusion (P. Carnemolla, S. Robinson, & K. Lay, 2021). PCTIs often target marginalized groups such as low-educated workers, the long-term unemployed, and women in households, equipping them with the skills necessary to enter or re-enter the labor market. This not only helps reduce unemployment but also improves the quality of life for individuals and their families. In this way, PCTIs contribute not only to economic growth but also to social stability.

PCTIs help individuals bridge the gap from socio-economic isolation to active participation in wider society by promoting economic independence and social mobility (I. Ismayati, E. Musaddad, A. Humaini, and M. Syafar, 2022). Given the importance of this role, research on PCTIs is highly relevant. Understanding how these organizations are adapting to contemporary challenges and how they can be made more effective in carrying out their missions will not only inform education and training policies but also provide insights into the sustainable development of human capital in society, highlighting the crucial role played by these organizations.

In a competitive environment, the interactions between organizational culture, commitment, and organizational adaptation are crucial for maintaining and improving organizational performance (D. Lee, 2020). Research on the relationship between organizational culture and organizational adaptation has produced interesting findings that underscore the importance of certain factors in shaping organizational dynamics (F. Alofan, S. Chen, & H. Tan, 2020). Although organizational culture plays an important role in shaping values, norms, and behaviors within an organization, findings show that the relationship between organizational culture and organizational adaptation is not always strong. This indicates that while organizational culture can provide a foundational set of values and norms for adaptation, its impact on organizational adaptation is not always significant. In contrast, work engagement, which encompasses employees' involvement, dedication, and focus in performing their tasks, has a strong and significant relationship with organizational adaptation.

When employees feel actively involved in their work, they tend to be more responsive to environmental changes, better able to adopt innovations, and more prepared to participate in organizational adaptation efforts (Albrecht, Bocks, Dalton, Lorigan, & Smith, 2022). Therefore, although organizational culture plays an important role in shaping organizational identity, work engagement emerges as a stronger factor in influencing an organization's ability to adapt to change. This underscores the importance of recognizing diverse factors that affect organizational adaptation and adjusting management strategies to optimize organizational responses to environmental changes and evolving markets.

Organizational commitment and strategic management play a central role in determining an organization's achievements (E. A. McGuier et al, 2023), encompassing employee loyalty, identification, and alignment with the institution's goals and values, establishes a robust foundation for organizational success (Chuang, Collins-Camargo, McBeath, & Jolles, 2023). Employees who demonstrate high levels of commitment tend to be more engaged in efforts to achieve organizational goals, enhance productivity, and significantly contribute to the company's overall success (Wengler & Kolk, 2023).

On the other hand, strategic management directs an organization's vision, goals, and long-term plans (Good, Singh, & Ezzedeen, 2023). Through the formulation and implementation of strategies, strategic management helps organizations identify opportunities, manage risks, and allocate resources effectively.

Thus, employee engagement, driven by organizational commitment, can be strengthened and better managed through effective strategic management. Effective strategic management also ensures that an organization's decisions and actions are grounded in a deep understanding of the business and competitive environment, thereby enhancing the likelihood of achieving desired results. Therefore, the direct and significant relationship between organizational commitment and strategic management on organizational performance is crucial in shaping the direction and success of an organization (Maali, Shalwani, Lines, Sullivan, & Perrenoud, 2021).

Organizational learning plays a pivotal role in supporting adaptation and enhancing organizational performance (Mikalef, Islam, Parida, Singh, & Altwaijry, 2023). As an ongoing process, organizational learning enables an entity to respond more effectively to changes in the environment, technology, and market demands. In non-formal education organizations, such as training institutions or social foundations, learning has proven to be essential for adapting to community needs and optimizing services provided (3) ARTIKEL Ach Rasyad (The Determinant Factors Influence Gradual Training). The close relationship among organizational learning, work engagement, and knowledge transfer underscores the importance of collaboration and effective communication among organizational members (Pathak et al., 2023). When employees feel emotionally and intellectually engaged in their work, they are more likely to actively share knowledge and experiences with others. This enriches team collaboration and strengthens the organization's overall knowledge base. Moreover, sustainable learning enables non-formal education organizations to continuously enhance their capacity to respond to changes in social, technological, and customer needs (Zulkarnain, Raharjo, & Rasyad, 2023). Therefore, organizational learning serves as a critical foundation in ensuring the sustainability and excellence of non-formal education organizations' performance amid evolving dynamics (Rasyad, Ahmad, & Sari, 2021).

This research is highly relevant and urgent, given the pivotal role of Private Course and Training Institutions (PCTIs) in helping society navigate rapid social and economic changes. With the advent of globalization, digitalization, and shifts in the job market, PCTIs play a crucial role in providing necessary training to retrain and upgrade workforce skills, especially in areas with limited access to formal education (Purwito, Rasyad, & Raharjo, 2024). Additionally, PCTIs contribute significantly to promoting social inclusion by targeting marginalized groups such as low-educated workers, the long-term unemployed, and women in households. This research focuses on critical variables including strategic management, organizational commitment, organizational culture, organizational learning, knowledge transfer, and work engagement. It also measures organizational achievement, performance, and adaptation.

The novelty of this research lies in the finding that work engagement has a more significant impact on organizational adaptation than organizational culture, and in demonstrating how effective strategic management can strengthen organizational commitment and employee engagement. Thus, this research not only informs future education and training policies but also provides strategic insights into sustainable human capital development, highlighting the crucial role played by organizations.

Literature Review & Hypothesis Development

Strategic Management

Strategic management significantly influences organizational achievement and performance, with formal strategic planning shown to have a positive and moderate impact on organizational effectiveness (George, Walker, & Monster, 2019). Organizational culture as a key factor influencing performance, acts as the main predictor in either supporting or hindering strategy implementation (Samad, Alghafis, & Al-Zuman, 2018). Strategic decision-making, influenced by management and environmental factors, is crucial for achieving effective performance (A. O. U. & M. C. Nwadiuru, 2021). Case studies conducted in South Sudan and Uganda highlight the importance of effective bookkeeping and enhanced managerial skills in improving the performance of SMEs and agribusinesses, emphasizing the necessity for supportive policies and managerial training to foster enterprise growth and profitability (Byamukama, Milton, K. Osunsan, & Byamukama, 2023).

H1: The impact of strategic management on organizational achievement

H2: The impact of strategic management on organizational performance

Organizational Commitment

The impact of organizational commitment on organizational performance has been extensively explored in various studies, with findings indicating that factors such as leader consideration and effective

communication play crucial roles in enhancing affective commitment (Hamdi & Rajablu, 2012). There are other factors that warrant exploration to fully understand sustained commitment. In the educational context, organizational commitment improves learning outcomes through the synergy between teacher competence and discipline. Moreover, organizational commitment, coupled with student activities, significantly enhances interest in learning, highlighting its positive influence on learning motivation (HENDARDI, 2021). In the corporate sector, organizational commitment serves as a mediator in the relationship between trust, knowledge sharing, and employee performance, underscoring its pivotal role in supporting performance in the workplace (Purwiyanto & Purwanto, 2023).

H3: The impact of organizational commitment on organizational achievement

Organizational Culture

Organizational culture plays a crucial role in supporting organizational adaptation, as revealed in various studies. A match between the type of organizational culture and employee competencies can reduce stress, with employees who are adaptable benefiting from clan cultures, while those who are customer-oriented benefit from market cultures (Kim & Jung, 2022). A strong organizational culture not only influences performance, stability, and competitiveness but also fosters employee commitment and drives the achievement of overall organizational goals (Reza & Silalahi, 2021). Studying and integrating organizational culture can strengthen organizational identity among employees, foster innovation, and enhance adaptability, which is essential for maintaining competitive advantage (Lingtao, 2023). Meanwhile, organizational culture accounts for 26.6% of employee performance, with the remaining 73.4% influenced by other factors yet to be explored (Iskamto, 2023). These findings collectively indicate that an effective organizational culture aligned with employee needs and competencies can significantly support organizational adaptation and success in a dynamic environment.

Organizational learning

Organizational learning is a key factor that impacts various aspects of an organization, including adaptation, work engagement, and performance. According to studies, organizational learning not only directly enhances an organization's adaptive capacity through innovation and response to market changes but also indirectly through increased work engagement and knowledge transfer (Junita Monica, Husniati, & Supriadi, 2023) (Fahad Sulaiman et al, 2020) (Gerard H. Gaynor, 2013). Furthermore, heightened work engagement and effective knowledge dissemination contribute to organizational achievement and performance, while also shaping an organizational culture that supports adaptation and innovation (Kurniawan, Safitry, & Kumala, 2022) (Pap, Mako, Illessy, Kis, & Mosavi, 2022). In this context, organizational learning plays a pivotal role in connecting individuals and processes within organizations, facilitating sustainable growth and development through diverse mechanisms and channels (Bunteng, 2022) (Luo, Yang, Wu, Zheng, & Liu, 2023).

H5: The impact of organizational learning on organizational adaptation

H6: The impact of organizational learning on work engagement

H7: The impact of organizational learning on organizational performance

H8: The impact of organizational learning on knowledge transfer

H9: The impact of organizational learning on organizational adaptation through work engagement

H10: The impact of organizational learning on organizational adaptation through knowledge transfer

H11: The impact of organizational learning on organizational culture through work engagement

H12: The impact of organizational learning on organizational achievement through knowledge transfer

H13: The impact of organizational learning on organizational performance through knowledge transfer

H14: The impact of organizational learning and organizational adaptation through organizational culture

Knowledge Transfer

Knowledge transfer is a critical process that significantly contributes to organizational achievement, performance, and culture. It influences a company's vision, sustainable learning, and business performance, essential for gaining a competitive advantage (Zamfir, 2020). Organizational learning and the effective adoption of strategies through knowledge transfer are closely associated with enhanced organizational performance, particularly in higher education institutions (S. Habtoor, Ahmad Arshad, & Hassan, 2020). This process enables organizations to acquire, retain, share, and implement knowledge more efficiently, thereby improving overall organizational performance. Organizational learning, inclusive of knowledge transfer processes, positively impacts organizational performance by enhancing knowledge acquisition, retention, sharing, and implementation (Kordab, Raudeliūnienė, & Meidutė-Kavaliauskienė, 2020). This highlights that knowledge transfer is pivotal in ensuring sustainable organizational performance adaptable to environmental changes. A literature review of 169 articles found strong empirical evidence linking knowledge transfer to organizational culture (Insan & Masmarulan, 2021). The knowledge transfer process not only facilitates information exchange but also shapes the values and norms that support an adaptive and innovative organizational culture. Thus, knowledge transfer plays a crucial role in developing and strengthening an organizational culture that is proactive and responsive to market dynamics.

H15: The impact of knowledge transfer on organizational achievement

H16: The impact of knowledge transfer on organizational performance

H17: The impact of knowledge transfer on organizational culture

Work Engagement

Work engagement significantly influences organizational adaptation through a robust and positive organizational culture. Interventions aimed at enhancing work engagement, while demonstrating small positive impacts overall, can exhibit moderate to large effects when implemented within specific groups (Knight, Patterson, & Dawson, 2017). This implies that a more focused and targeted approach to boosting work engagement could yield greater impacts among particular groups of employees.

Organizational culture plays a crucial role in shaping and sustaining work engagement. It significantly influences work engagement, which in turn has a substantial impact on employee performance (Nopriani, Suwarni, & Nengsih, 2021). A positive organizational culture not only boosts employee motivation and morale but also fosters an environment conducive to innovation and collaboration. This is critical for organizations aiming to swiftly adapt to market changes and business challenges.

Furthermore, better quality of work life and a robust organizational culture significantly enhance employee engagement, as evidenced in Wahyu Septyan Bengkulu LLC. This suggests that investing in creating a healthy work environment and a supportive organizational culture can positively impact employee engagement.

High work engagement, influenced by a strong organizational culture, enables organizations to effectively navigate changes and challenges. Engaged employees are typically more proactive, adaptable to change, and committed to organizational goals. They also contribute constructively to innovation and the improvement of business processes. Therefore, enhancing work engagement through a positive organizational culture can serve as a key strategy for organizations to enhance their adaptability and long-term performance.

H18: The impact of work engagement on organizational adaptation

H19: The impact of work engagement on organizational culture

H20: The impact of work engagement on organizational adaptation through organizational culture

Organizational Achievements

Organizational achievements result from the alignment of external forces, human resources, and experience, which lead to specialized approaches and diverse tasks (Savenko, Demydova, Shatrova, Honcharenko, & Liashchenko, 2023). A well-developed organizational structure in a public and private partnership model can enhance student achievement and school performance (Arshad, Qamar, Khurshid, & Malik, 2023). This highlights that a structured and collaborative approach can improve educational and operational outcomes. Organizational support has also shown a significant relationship with employee performance in numerous instances (Tamimi, Tamam, & Sopiah, 2023), underscoring the importance of consistent and continuous support. Moreover, organizational excellence is often attained through a combination of innovation, SMART sales and marketing concepts, project management, and leadership training (Kalpazidou Schmidt, 2023). These strategies assist organizations in enhancing efficiency, productivity, and sales growth, illustrating that a multifaceted management approach can drive superior performance and sustainable growth.

Organizational Performance

Organizational performance is enhanced by a homogeneous culture that promotes teamwork and embodies a clear mission. (Tan, 2019) Asserts that when members of an organization share common values and goals, it fosters an environment conducive to collaboration and teamwork, thereby enhancing overall organizational performance. Additionally, organizations that implement effective work structures, sustainable innovation, and close collaboration tend to exhibit superior performance. (Paais & Pattiruhu, 2020) emphasizes that along with these factors, outsourcing, job complexity, and autonomy also significantly influence organizational performance, with work organization and innovation being crucial elements for employee well-being.

Furthermore, effective managerial practices, strong leadership, employee competence, and cohesive relationships among employees significantly impact organizational performance. (Keränen, Malmi, Nätti, & Ulkuniemi, 2023) suggests that environmental dynamics also moderate this relationship, indicating that changes in the external environment can either strengthen or weaken the effects of managerial and leadership practices on organizational performance. Therefore, organizations must continuously adapt and respond to environmental changes to sustain and enhance their performance.

Thus, organizational performance hinges not only on one or two factors but results from a combination of various elements that complement each other. A robust and cohesive culture, innovation, collaboration, and effective leadership all contribute to achieving optimal performance. Organizations that successfully integrate these factors and adapt to environmental changes are more likely to attain long-term success and competitive advantage.

Organizational Adaptation

Organizational adaptation is a crucial aspect influenced by various interrelated factors. Key performance indicators such as efficiency, effectiveness, patient-centeredness, and safety play pivotal roles in determining how an organization can adapt to a changing environment. (Carini, E & A., M. Pezzullo, 2019) underscores that organizational performance benefits from a cohesive culture that fosters teamwork and embodies a clear mission. A strong and consistent culture facilitates an organization's adaptation to external changes because all members are guided by the same principles when facing challenges.

Motivation, leadership, culture, and job satisfaction are significant factor affecting employee performance, which ultimately impacts an organization's ability to adapt. (Shamsuzzoha, Suihkonen, Wahlberg, Jovanovski, & Piya, 2023) found that motivation, leadership, and culture collectively contribute to 73.5%

of employee performance. This indicates that motivated employees, effective leadership, and a supportive culture enhance their ability to contribute to organizational adaptation.

Additionally, employee satisfaction also strongly correlates with employee performance, leading to increased creativity and reduced absenteeism rates (Shamsuzzoha et al., 2023). Satisfied employees are more likely to innovate and come up with creative solutions, a crucial aspect of organizational adaptation. Reduced absenteeism also signifies higher employee engagement and commitment, supporting operational stability and sustainability. Overall, organizational adaptation results from a complex interplay among efficiency, effectiveness, organizational culture, motivation, leadership, employee satisfaction, and creativity. By attentively managing these factors, organizations can better prepare themselves to confront changes and challenges as they arise, ensuring long-term sustainability and growth.

Methods

Population and Sample

This research was designed to understand the perceptions and responses of staff at Private Course and Training Institutions (PCTIs) spread across West Sumatra towards critical organizational factors. The focus of this research lies in main variables such as Strategic Management, Organizational Commitment, Organizational Culture, Organizational Learning, Knowledge Transfer, Work Engagement, as well as measuring Organizational Achievement, Performance, and Adaptation.

The research population includes staff working in 192 PCTIs in West Sumatra, with a total number of individuals estimated to be between 576 and 960, considering that each PCTIs has a staff of between three and five people. To get a representative and comprehensive picture of their perceptions and responses, a sample of approximately 500 respondents was selected through a systematic sampling technique. This ensures that the sample reflects the diversity of PCTIs in terms of size, location, and specialization. In data collection, a survey questionnaire was used as the main instrument, which was designed to measure staff perceptions of predetermined variables. This questionnaire consisted of closed and open questions to collect quantitative data, which were structured in such a way that they were easy to access and complete by respondents.

Measurement

Data collection was conducted through a structured questionnaire covering key variables such as Strategic Management, Organizational Commitment, Organizational Culture, Organizational Learning, Knowledge Transfer, and Work Engagement. A sample of approximately 500 respondents was selected through a systematic sampling technique to reflect the diversity of private courses and training institutions. Data analysis was conducted using multiple regression techniques, path analysis, and Structural Equation Modelling (SEM) to understand the relationship between variables and organizational dynamics. Based on the analysis, the following research findings were obtained. First, Work Engagement (X6) has a significant impact on Organizational Adaptation (Y3), while Organizational Culture (X3) has a weak and insignificant impact. Second, Organizational Learning (X4) also has a significant effect on Work Engagement (X6) and Organizational Adaptation (Y3). Third, Knowledge Transfer (X5) has a significant direct impact on Organizational Adaptation (Y3) and Organizational Performance (Y1 and Y2).

Data Analysis

Data analysis was carried out using multiple regression techniques, path analysis, and Structural Equation Modelling (SEM). Multiple regression was applied to explore the direct relationship between independent and dependent variables. Path analysis was used to reveal the mediating impacts of certain variables, whereas SEM was implemented to test and validate more complex and multidimensional relationships between the variables involved. This analytical approach allows research to deeply understand the dynamics that occur in PCTIs in West Sumatra, including examining direct and indirect impacts and validating the construction of the latent variables tested.

Results

Data Description

Descriptive statistical analysis of the data provided shows various aspects regarding Strategic Management (X1), Organizational Commitment (X2), Organizational Culture (X3), Organizational Learning (X4), Knowledge Transfer (X5), Work Engagement (X6), Organizational Achievement (Y1), Organizational Performance (Y2), and Organizational Adaptation (Y3).

Table 1. Indicators

Variable	Missing	Mean	Median	Min	Max	Standard Deviation	Excess Kurtosis	Skewness
X1	0	92,39	90	67	143	13,22	5,30	2,03
X2	0	92,44	90	66	143	13,16	5,02	1,94
X3	0	92,65	90	66	139	12,92	5,43	2,02
X4	0	92,19	90	61	143	12,91	4,92	1,78
X5	0	100,04	99	69	139	11,56	3,36	1,33
X6	0	92,24	90	61	139	13,22	4,82	1,83
Y1	0	96,79	96	72	139	12,88	2,72	1,29
Y2	0	93,43	93	69	139	12,02	5,15	1,78
Y3	0	91,92	90	62	147	12,59	5,27	1,82

For Strategic Management (X1), the mean value is 92.39 with a standard deviation of 13.22, indicating a relatively high variation in the measurement. The kurtosis of 5.30 indicates sharper peaks and thicker tails in the distribution, while the skewness of 2.03 indicates a right-skewed distribution.

Organizational Commitment (X2) has a mean of 92.44 and a standard deviation of 13.16, with similar kurtosis and skewness to Strategic Management, indicating a similar distribution in terms of steepness and skewness.

Organizational Culture (X3) shows a slightly higher mean at 92.65 and standard deviation of 12.92, with a higher kurtosis of 5.43, signifying a sharper distribution and thicker tails compared to X1 and X2.

Organizational Learning (X4), with a mean of 92.19 and a standard deviation of 12.91, has a kurtosis of 4.92 and a skewness of 1.78, indicating that the distribution is closer to normal but still skewed to the right.

Knowledge Transfer (X5) stands out with a higher mean (100.04) and lower standard deviation (11.56), indicating more consistency in measurement as well as a more symmetrical distribution seen from the 1.33 deviation.

Work Engagement (X6) has a mean of 92.24 and a standard deviation of 13.22, with a distribution similar to Strategic Management, indicating similar variation in measurement. In the outcome variable, Organizational Achievement (Y1) has a mean of 96.79 and a standard deviation of 12.88, with a more symmetrical and less sharp distribution (kurtosis 2.72) compared to the other variables.

Organizational Performance (Y2) with a mean of 93.43 and a standard deviation of 12.02, shows less variation and a relatively symmetrical distribution compared to several other variables.

Lastly, Organizational Adaptation (Y3) has a mean of 91.92, standard deviation of 12.59, kurtosis of 5.27, and skewness of 1.82, indicating that there is a tendency for the distribution to be skewed to the right with several outliers influencing the shape of the distribution.

Overall, the data shows that there is variation in each aspect measured, with some variables showing a more symmetrical distribution and others having longer tails on the right side, as well as the presence of outliers that affect the steepness of the distribution.

Validity and Reliability

Table 2. Construct Reliability and Validity

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Organizational Adaptation	1,000	1,000	1,000	1,000
Organizational Culture	1,000	1,000	1,000	1,000
Work Engagement	1,000	1,000	1,000	1,000
Organizational Performance	1,000	1,000	1,000	1,000
Organizational Commitment	1,000	1,000	1,000	1,000
Strategic Management	1,000	1,000	1,000	1,000
Organizational Learning	1,000	1,000	1,000	1,000
Organizational Achievement	1,000	1,000	1,000	1,000
Knowledge Transfer	1,000	1,000	1,000	1,000

From the output above, the AVE value for all variables is greater than 0.5, so it can be said that all indicators are valid in forming their respective variables. Apart from that, Cronbach's Alpha and CR values were also obtained which were greater than 0.6 for all variables. It can be concluded that all variables and items used in this research meet validity and reliability in measuring variables.

Goodness of Fit Testing

Goodness of Fit testing is used to find out whether the data to measure the relationship between variables is good or not. There are 2 indicators used in this test, namely the coefficient of determination and the model suitability test.

Coefficient of Determination

The coefficient of determination is used to see how much the independent variable contributes in explaining its relationship with the dependent variable. The coefficient of determination is carried out by looking at the R-Squared statistical value for each variable relationship.

Table 3. R Square

	R Square	R Square Adjusted
Organizational Adaptation (Y3)	0,486	0,481
Organizational Culture (X3)	0,002	0,000
Work Engagement (X6)	0,436	0,435

Organizational Performance (Y2)	0,102	0,096
Organizational Achievement (Y1)	0,126	0,121
Knowledge Transfer (X5)	0,119	0,118

In Table 3, the R Square and R Square Adjusted values show the proportion of variance in the dependent variable that can be explained by the independent variables in the regression model. The following is an analysis for each variable:

First, Organizational Adaptation (Y3) has an R Square of 0.486, which means 48.6% of the variability in Organizational Adaptation can be explained by the independent variables included in the model. Its Adjusted R Square value is 0.481, which is very close to R Square, indicating that the model has good effectiveness in explaining variability and is only slightly affected by the addition of non-significant variables.

Second, Organizational Culture (X3) shows a very low R Square of 0.002, with the Adjusted R Square decreasing to 0.000. This suggests that the independent variables included in the model are not effective in explaining variability in Organizational Culture, or that Organizational Culture is very little affected by these variables.

Third, Work Engagement (X6) has a high R Square of 0.436, indicating that 43.6% of the variability in Work Engagement can be explained by the model. The Adjusted R Square which is almost the same at 0.435 indicates that the model is very effective and is not much affected by redundant variables.

Fourth, Organizational Performance (Y2) has an R Square of 0.102, indicating that the independent variables only explain 10.2% of the variability in Organizational Performance. The Adjusted R Square decreased to 0.096, indicating that some independent variables may not contribute significantly to the explanation of variability in Organizational Performance.

Fifth, Organizational Achievement (Y1) with an R Square of 0.126 indicates that the regression model explains 12.6% of the variability in Organizational Achievement, with an Adjusted R Square of 0.121, indicating moderate effectiveness in the model and a small decrease after adjustment for the number of variables.

Sixth, Knowledge Transfer (X5) shows an R Square of 0.119 and an Adjusted R Square of 0.118, indicating that the independent variables explain approximately 11.9% of the variability in Knowledge Transfer, with very small differences between R Square and Adjusted R Square, indicating the stability of the model.

In conclusion, variables such as Organizational Adaptation and Work Engagement showed stronger correlations and better explained variability by the model, while Organizational Culture showed very low correlations, indicating that other factors outside the model may be more significant in explaining variability in these variables.

Model Suitability Testing

The Model suitability testing uses several statistical indicators including, Standardized Root Mean Square Residual (SRMR), Normed Fit Index (NFI), and RMS_theta. To obtain a suitable model, the indicators must meet a value, namely SRMS < 0.08; NFI > 0.90; RMS_theta close to zero.

Table 4. Model Fit

	Saturated Model	Estimated Model
SRMR	0,000	0,042

d_ULS	0,000	0,078
d_G	0,000	0,021
Chi-Square	0,000	54,816
NFI	1,000	0,946

Overall, based on these measures, the Saturated Model shows excellent fit because by definition, it includes all possible parameters. On the other hand, the Estimated Model shows a very good fit, although not as perfect as the Saturated Model. SRMR, d_ULS, and d_G show that the differences between the estimated model and the actual data are relatively small, indicating good fit. Although a high Chi-Square value for the Estimated Model may indicate some fit problems, a high NFI value confirms that the model generally fits the data well.

Establishment of SEM Model

In forming the SEM model there are 2 relationships, namely a direct relationship (direct impact) and an indirect relationship (indirect impact). The relationship between variables is significant if the T-Statistic p-value is less than the 5% significance level. This relationship can be seen in the following output.

Table 5. Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X3 on Y3	0,010	0,008	0,021	0,453	0,651
X6 on Y3	0,470	0,468	0,092	5,087	0,000
X6 on X3	-0,039	-0,038	0,038	1,035	0,301
X2 on Y1	0,246	0,246	0,074	3,331	0,001
X1 on Y2	0,208	0,211	0,044	4,719	0,000
X1 on Y1	0,151	0,153	0,074	2,040	0,042
X4 on Y3	0,228	0,231	0,092	2,472	0,014
X4 on X6	0,660	0,662	0,053	12,509	0,000
X4 on Y2	0,210	0,210	0,042	5,034	0,000
X4 on X5	0,346	0,351	0,053	6,468	0,000
X5 on Y3	0,119	0,121	0,041	2,890	0,004
X5 on Y2	0,078	0,081	0,038	2,066	0,039
X5 on Y1	0,103	0,107	0,041	2,529	0,012

In Table 5, the path coefficient values (Path Coefficients) are listed which show the direct impact of one variable on another in path analysis. Here is an analysis for each relationship shown:

- 1) X3 on Y3: The path coefficient is very low (0.010), with a high p value (0.651), indicating that the direct impact of Organizational Culture (X3) on Organizational Adaptation (Y3) is very weak and not statistically significant.
- 2) X6 on Y3: The coefficient of 0.470 shows a strong and significant relationship ($p < 0.001$) between Work Engagement (X6) and Organizational Adaptation (Y3), indicating that X6 has a direct and significant impact on Y3.
- 3) X6 on X3: The small negative coefficient (-0.039) and high p value (0.301) indicate that the direct relationship between Work Engagement (X6) and Organizational Culture (X3) is weak and insignificant.

- 4) X2 on Y1: The positive coefficient (0.246) with a low p value (0.001) indicates a direct and significant relationship between Organizational Commitment (X2) and Organizational Achievement (Y1).
- 5) X1 on Y2: The coefficient of 0.208 indicates a moderate and significant direct impact ($p < 0.001$) of Strategic Management (X1) on Organizational Performance (Y2).
- 6) X1 on Y1: The coefficient of 0.151 and p value of 0.042 indicate that Strategic Management (X1) has a direct and significant impact, although not too strong, on Organizational Achievement (Y1).
- 7) X4 on Y3: Organizational Learning (X4) has a direct and significant impact on Organizational Adaptation (Y3) with a coefficient of 0.228 and a p value of 0.014.
- 8) X4 on X6: The coefficient of 0.660 shows a very strong and significant direct relationship ($p < 0.001$) between Organizational Learning (X4) and Work Engagement (X6).
- 9) X4 on Y2: The coefficient of 0.210 and the very low p value indicate a direct and significant impact of Organizational Learning (X4) on Organizational Performance (Y2).
- 10) X4 on X5: The coefficient of 0.346 shows a direct and significant relationship between Organizational Learning (X4) and Knowledge Transfer (X5).
- 11) X5 on Y3: The coefficient of 0.119 and p value of 0.004 indicate that Knowledge Transfer (X5) has a direct and significant impact on Organizational Adaptation (Y3).
- 12) X5 on Y2: The coefficient of 0.078 and p value of 0.039 indicate a moderate and significant direct relationship between Knowledge Transfer (X5) and Organizational Performance (Y2).
- 13) X5 on Y1: The coefficient of 0.103 and p value of 0.012 indicate a significant direct relationship between Knowledge Transfer (X5) and Organizational Achievement (Y1).

Based on the analysis carried out, it can be concluded that there are certain variables that show a significant and strong direct impact in the model studied. Specifically, Work Engagement (X6) and Organizational Learning (X4) show substantial direct impact on Organizational Adaptation (Y3) and Organizational Performance (Y2), with large path coefficient values and significant p-values close to zero, indicating statistical power and significance from that relationship. On the other hand, several relationships such as the impact of Organizational Culture (X3) on Organizational Adaptation (Y3) and the impact of Work Engagement (X6) on Organizational Culture (X3) indicate a weaker and insignificant direct impact, indicated by low path coefficients and higher p values, which imply statistical insignificance of the relationships in the context of the model being tested.

Table 6. Specific Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X6 on Y3 through X3	0,000	0,000	0,001	0,339	0,735
X4 and X6 on Y3 through X3	0,000	0,000	0,001	0,342	0,732
X4 on Y3 through X6	0,311	0,310	0,065	4,795	0,000
X4 on Y3 through X5	0,041	0,043	0,018	2,261	0,024
X4 on X3 through X6	-0,026	-0,025	0,025	1,030	0,304
X4 on Y2 through X5	0,027	0,029	0,016	1,720	0,086

X4 on Y1 through X5	0,036	0,038	0,017	2,069	0,039
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Table 6 presents specific indirect impacts between the variables in the analysis. These indirect impacts indicate relationships that are mediated by other variables in the model. Here is an analysis of each relationship:

- 1) X6 on Y3 through X3: The indirect impact of Work Engagement (X6) on Organizational Adaptation (Y3) through Organizational Culture (X3) is very low with an original sample value of 0.000. The low T statistic value (0.339) and high P value (0.735) indicate that this mediation impact is not significant.
- 2) X4 and X6 on Y3 through X3: Similar to the first point, the combined mediation relationship of Organizational Learning (X4) and Work Engagement (X6) on Organizational Adaptation (Y3) through Organizational Culture (X3) shows an insignificant impact, with a high P value (0.732).
- 3) X4 on Y3 through X6: Organizational Learning (X4) has a significant indirect impact on Organizational Adaptation (Y3) through Work Engagement (X6), with an original sample value of 0.311 and a high T statistic value (4.795), indicating statistical significance.
- 4) X4 on Y3 through X5: There is a significant mediating impact of Organizational Learning (X4) on Organizational Adaptation (Y3) through Knowledge Transfer (X5), with an original sample value of 0.041 and a P value of 0.024, indicating statistical significance.
- 5) X4 on X3 through X6: The indirect impact of Organizational Learning (X4) on Organizational Culture (X3) through Work Engagement (X6) is not significant, with the T and P statistical values indicating the absence of a strong mediation impact.
- 6) X4 on Y2 through X5: The indirect impact of Organizational Learning (X4) on Organizational Performance (Y2) through Knowledge Transfer (X5) shows a trend toward significance with a P value of 0.086, which may require further research to confirm the strength of the relationship.
- 7) X4 on Y1 through X5: There is a significant mediation impact of Organizational Learning (X4) on Organizational Achievement (Y1) through Knowledge Transfer (X5), with a P value of 0.039, indicating a significant mediation relationship.

From this analysis, it can be seen that some mediation pathways such as Organizational Learning (X4) on Organizational Adaptation (Y3) through Work Engagement (X6) and Knowledge Transfer (X5) show statistical significance, while other relationships show weaker indirect impacts or insignificant.

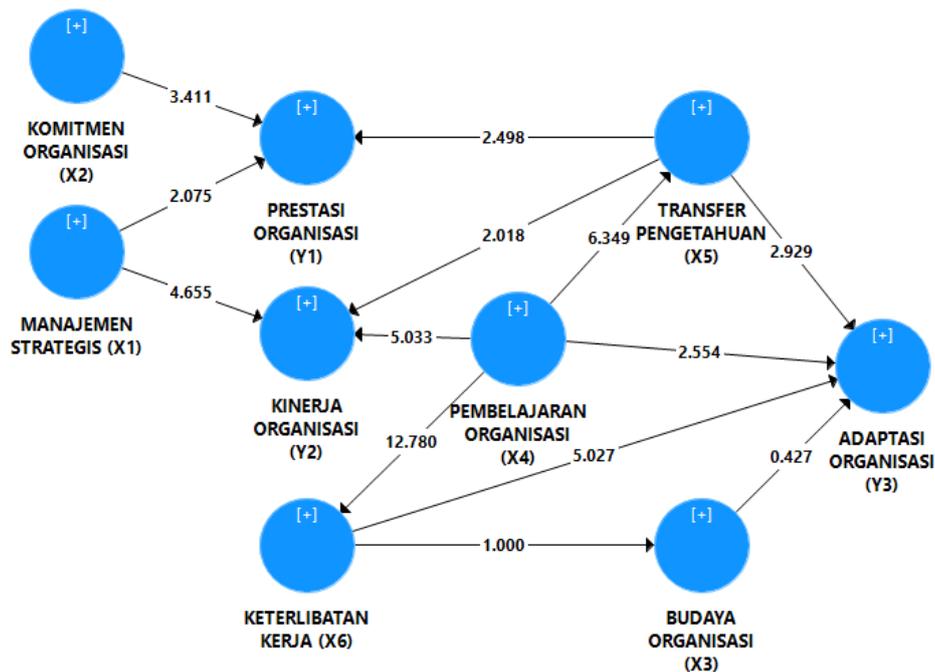


Figure 1. Path Model

Discussion

The results of data analysis show that Work Engagement (X6) has a significant positive impact on Organizational Adaptation (Y3) with a coefficient value of 0.470 and a T-statistic value of 5.087 (p -value = 0.000). This indicates that high work involvement contributes significantly to increasing organizational adaptation. Apart from that, Organizational Learning (X4) also has a significant positive impact on Organizational Performance (Y2) with a coefficient value of 0.210 and T-statistic value of 5.034 (p -value = 0.000), as well as on Organizational Adaptation (Y3) with a coefficient value of 0.228 and T-statistic value of 2.472 (p -value = 0.014). This shows that organizational learning is an important factor in improving organizational performance and adaptation.

Furthermore, Knowledge Transfer (X5) shows a positive impact on organizational adaptation (Y3) with a coefficient of 0.119 and a T-statistic of 2.890 (p -value = 0.004), as well as on organizational performance (Y2) with a coefficient of 0.078 and a T-statistic of 2.066 (p -value = 0.039). The impact on organizational achievement (Y1) is also significant with a coefficient of 0.103 and a T-statistic of 2.529 (p -value = 0.012), which confirms the important role of knowledge transfer in increasing organizational adaptation and performance. However, organizational culture (X3) does not show a significant impact on organizational adaptation (Y3) with a coefficient of 0.010 and a T-statistic of 0.453 (p -value = 0.651), indicating that organizational culture may require other approaches to improve organizational adaptation.

Apart from that, strategic management (X1) has a significant positive impact on organizational achievement (Y1) with a coefficient of 0.151 and a T-statistic of 2.040 (p -value = 0.042). Organizational commitment (X2) also shows a significant positive impact on organizational achievement (Y1) with a coefficient of 0.246 and a T-statistic of 3.331 (p -value = 0.001). This emphasizes the importance of strategic management and organizational commitment in achieving organizational achievements. These findings also show that organizational learning (X4) has a significant indirect impact on organizational adaptation (Y3) through work engagement (X6) with a coefficient of 0.311 and T-statistic 4.795 (p -value = 0.000), as well as through knowledge transfer (X5) with a coefficient of 0.041 and T-statistic of 2.261 (p -value = 0.024). This shows that organizational learning can increase organizational adaptation both directly and indirectly through mediating variables.

Overall, the results of this analysis emphasize the importance of work engagement, organizational learning, and knowledge transfer in improving organizational adaptation and performance. Strategic management and organizational commitment also play an important role in achieving organizational achievements. The existence of indirect impact through mediating variables shows that the interactions between variables in organizations are very complex and require a holistic approach to improve overall organizational performance.

Conclusion

Based on the results of data analysis, it can be concluded that work engagement, organizational learning, and knowledge transfer are critical factors that significantly contribute to organizational adaptation and performance. Work engagement (X6) has a strong positive impact on organizational adaptation (Y3), while organizational learning (X4) notably enhances both organizational performance (Y2) and adaptation (Y3). Knowledge transfer (X5) also positively influences organizational adaptation and performance.

Additionally, strategic management (X1) and organizational commitment (X2) demonstrate a positive and significant impact on organizational achievement (Y1). However, organizational culture (X3) does not significantly affect organizational adaptation (Y3), suggesting the need for alternative approaches to enhance adaptation through organizational culture. These findings underscore the importance of mediating variables, such as work engagement and knowledge transfer, in bolstering organizational adaptation. Organizational learning (X4) exhibits a significant indirect impact through work engagement (X6) and knowledge transfer (X5).

Overall, this research underscores the complexity of interactions among variables within organizations and highlights the importance of adopting a holistic approach to enhance overall organizational performance. Effective management strategies, strong organizational commitment, and initiatives aimed at enhancing learning and knowledge transfer are key factors for achieving adaptation and improving organizational performance.

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