Linking Hr Flexibility and Employee Competence to Employee Performance in Organizations

Marshall Alfayed Mahasari[1*] , **Marwan Man Soleman[1]** , **Adnan Rajak[1]** , **Alfi Syahri Rilafani Hanafi[1]** , **Al Ama Asyahrul[1]**
[1]Universitas Khairun
*Corresponding Email: fanihanafi1@gmail.com

ARTICLE INFORMATION	ABSTRACT

This study examines the effect of human resource flexibility and employee competence on employee performance at PT Pos Indonesia, Ternate Branch. In the increasingly competitive postal and logistics industry, organizations must adopt adaptive and competency-based human resource management. This research used a causal quantitative approach with 45 permanent employees as respondents, employing a structured questionnaire measured on a five-point Likert scale. Data were analyzed using multiple linear regression through SPSS version 25. The results showed that human resource flexibility has a positive and significant effect on employee performance, whereas employee competence does not have a significant impact. These findings suggest that adaptability and behavioral flexibility are stronger determinants of performance than individual competence in a bureaucratic public organization. This study contributes to human resource management literature by highlighting the strategic role of HR flexibility in enhancing employee performance within government-linked institutions.

Keywords: Employee Competence; Employee Performance; Human Resource Flexibility; Multiple Regression; PT Pos Indonesia

INTRODUCTION

Human resource management (HRM) plays a strategic role in ensuring organizational success amid rapid and competitive business changes. HRM not only functions as an operational executor, but also as a key asset that creates added value and sustainable competitive advantage. Therefore, modern HRM focuses on developing competencies, motivation, and productive work behavior so that employees can adapt to change (Ingsih, 2024). In the context of both, public and private organizations, effective HRM is the key to success in improving performance and service quality (Ouabi et al., 2024).

The development of globalization, digitalization, and changes in work patterns have transformed the way organizations operate. The application of digital technology and the emergence of flexible work system require organizations to adjust their HR management strategies to remain relevant to employee needs and business environment challenges (Hariyanto et al., 2024). Work flexibility provides space for employee to balance their personal and professional lives, which in turn influences increased performance and work engagement. (Anggraini et al., 2025). Previous research shows that organizational flexibility contributes to increased productivity, innovation, and employee adaptability in facing work dynamics (Elashry et al., 2024).

In addition to flexibility, employee competence is an important element in building organizational excellence. High competence includes technical abilities, knowledge, interpersonal skills, and the ability to use technology to support work effectiveness (Ismail, 2023) (Ahmed et al., 2024). Good human resource competency is also related to an organization's ability to provide quality services, especially in the public service and logistic sectors (Wahyudi et al., 2023). Other studies confirm that improving employee competency can strengthen commitment and attachment to the organization, which ultimately has a positive impact on performance (Sari & Hady, 2023) (Herman et al., 2024).

Optimal employee performance is not only influenced by individual competencies, but also by how organizations design work environments and cultures that support learning and innovation (Farida et al., 2024). Therefore, human resource development needs to be directed towards improving adaptive and collaborative abilities, especially in the face of technological disruption and global competition (Agustiani et al., 2023).

PT Pos Indonesia (Persero) is one of the state-owned enterprises that has been operating for more than a century and has become an important part of the national logistics and communication systems. However, the increasingly competitive development of the delivery service industry, with the emergence of private players, such as JNE, TIKI, and digital-based services such as Grab Express and J&T Express, has prompted PT Pos Indonesia to undergo a major transformation to improve the efficiency, effectiveness, and quality of its services. Based on its 2017 performance report, PT Pos Indonesia was included in the list of SOEs that suffered losses and was assessed to have low operational efficiency (Chandra, 2017). This condition shows that employee performance issues are still an important issue that needs to be taken seriously by management.

Therefore, this study is conducted to analyze the effect of human resource flexibility and employee competence on employee performance at PT Pos Indonesia's Ternate Branch office. This study expected to enrich the human resource management literature by providing new insights into the integration of flexibility and competence in improving organizational performance. practically, the result of this research can be used as a basis for the management of PT Pos Indonesia and similar companies in designing more adaptive, innovative, and performance-oriented HR development strategies amid the challenges of the transformation of the delivery service industry,

LITERATURE REVIEW

Employee Performance Concept

Employee performance is essentially an important concept in human resource management that indicates the level of success of an individual in carrying out their duties and responsibilities in accordance with organizational goals. (Bernardin et al., 1993) defined employee performance as a record of results produced on a particular job function or activity over a period of time. That is, employee performance is the output produced by the employee that is the result of the work assigned in a certain time or period. The emphasis is on the results that the employee has completed that are the result of the assigned work in a certain time or period.

Performance is the result of the interaction between organizational goals, employee roles, and the performance measurement system used (Doan et al., 2022). This researcher emphasizes the importance of the evaluative aspect that performance can only be assessed with a clear and objective measurement system that links behavior to work results.

Employee performance can be viewed from three main dimensions, namely task performance, adaptive performance, and contextual performance (Çivilidağ & Durmaz, 2024). The first dimension relates to the implementation of main responsibilities, the second dimension reflects the ability to adapt to change, while the third dimension relates to social contributions in the work environment.

Meanwhile, (Zhenjing et al., 2022) states that employee performance is influenced by psychological well-being (well-being) and work environment conditions, which play an important mediator between work behavior and results achieved. These findings expand the concept of performance towards a more holistic approach, one that not only focuses on results but also pays attention to emotional balance and a healthy work environment.

Employee performance in the digital age is greatly influenced by e-leadership competencies and digital literacy, which enable employees to work effectively in a virtual and high-tech-based environment (Alkhayyal & Bajaba, 2023). This suggests that the notion of performance is now undergoing a shift from a traditional perspective (the result of physical labor) towards digital and collaborative performance.
Based on the various notions above, it can be concluded that employee performance is the result of a combination of ability, behavior, effort, and working conditions that produce certain achievements within a certain period of time. Performance is not only seen from the end result of the work, but also from the process of behavior, efficiency, and contribution to organizational goals. Factors such as competence, motivation, work-life balance, organizational support, and adaptive capabilities have a large role in determining performance levels. Thus, the higher the organization's ability and support for employees, the greater the potential for performance improvement that can be achieved.

Human Resource Flexibility and Employee Performance

Human resource flexibility has become one of the determining factors of organizational effectiveness in the modern work era. In a situation marked by rapid technological advances and changing employee expectations, flexible work arrangements enable organizations to maintain productivity while ensuring employee well-being. Various studies show that flexibility, such as remote work, adaptive scheduling, and dynamic job

roles, can directly improve employee performance by reducing stress and improving work-life balance (Mandalahi, 2024).

(Hariyanto et al., 2024) found that flexible work arrangements are increasingly associated with increased employee engagement, innovation, and productivity. Similar findings were also reported by (Hilmana et al., 2024), who showed that flexible work systems can improve job satisfaction and employee performance by providing autonomy and a balance between work responsibilities and personal life.

Recent research in both the public and private sectors also confirms that flexibility promotes motivation and adaptability, two important factors in sustainable performance improvement (Anggraini et al., 2025) (Khaerunnisa, 2025). Employees who experience flexibility in their work show higher levels of engagement and commitment and lower levels of work fatigue (Arsita et al., 2024). International research also reinforces the view that flexibility not only supports individual productivity but also builds organizational resilience in the face of change (Wang et al., 2021).

Overall, empirical evidence shows that flexible HR practices can strengthen employee commitment, effectiveness, and work quality by aligning individual needs with organizational goals.

H1: Human resource flexibility has a positive and significant impact on employee performance.

Employee Competence and Employee Performance
Employee competence is widely recognized as a major factor influencing individual and organizational performance. Competence encompasses a combination of knowledge, skills, and behavioral attributes that enable employees to perform tasks effectively in accordance with performance standards. Employees with high competency levels demonstrate better problem-solving, adaptation, and initiative skills, which ultimately improve work efficiency and the quality of results (Lusiana & Rahmayanti, 2025).

(Wanto & Kusumatuti, 2023) found that employee competency has a significant influence on performance, especially when supported by targeted training and a positive organizational culture. In addition, (Laela, 2024) emphasized that competency also improves the quality of work life, which indirectly impacts productivity and organizational performance.

Competency development through continuous training and adaptive learning is also an important factor in maintaining organizational competitiveness (Barus & Hasibuan, 2024). (Martini & Dwiarta, 2020) found that training and competency development programs in microfinance institutions can improve service quality and employee performance. In the context of the manufacturing and service industries, competency is key for employees to adapt their technical skills to the demands of a dynamic market, thereby increasing innovation and customer satisfaction (Widjaja et al., 2023). Based on these findings, competency can be considered a strategic resource that directly and positively influences employee performance across various industrial sectors.

H2: Employee competency has a positive and significant impact on employee performance.

1. **Conceptual Framework**
The study framework model is depicted in Figure 1.
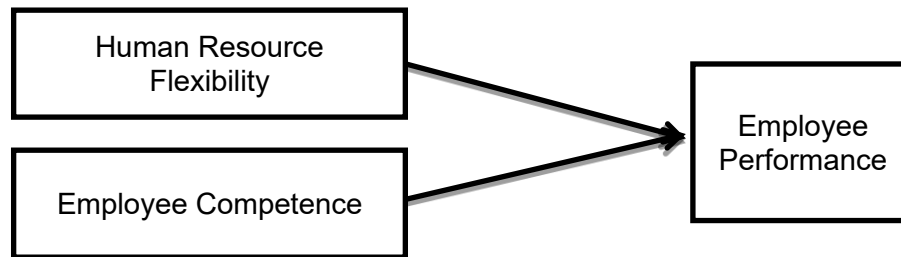
Figure 1. Research Framework
RESEARCH METHOD

This study is causal quantitative study that aims to examine the effect of human resource flexibility and employee competence on employee performance. The research was conducted at PT Pos Indonesia, Ternate Branch, North Maluku, between October 2023 to January 2024. The population consisted of 4 managerial staff, 45 permanent employees, and 6 contract employees. Using a purposive sampling technique, only 45 permanent employees were selected as respondents, considering their stable roles and longer tenure in the organization. Data were collected through a structured questionnaire using a five-point Likert scale. The analysis was carried out using multiple linear regressions with SPSS version 25 software to test the causal relationships among the variables. The evaluation consisted of two stages, namely the measurement model and the structural model. The measurement model tested the validity and reliability of the questionnaire, while the structural model examined the proposed hypotheses on the effect of human resource flexibility and employee competence on employee performance.

RESULTS

Characteristics of Respondents

Table 1. Characteristics of Respondents

Variable	Category	Frequency	Percent	Valid percent	Cumulative percent
Gender	Male	11	24.4	24.4	24.4
	Female	34	75.6	75.6	100.0
	Total	45	100.0	100.0	
Age (in years)	19-22	10	22.2	22.2	22.2
	23-28	16	35.6	35.6	57.8
	29-33	16	35.6	35.6	93.3
	34	3	6.7	6.7	100.0
	Total	45	100.0	100.0	
Education	Senior High school	16	35.6	35.6	35.6
	Associate's degree (DIII)	5	11.1	11.1	46.7
	Bachelor's degree (S1)	24	53.3	53.3	100.0
	Total	45	100.0	100.0	
Working tenure	1.5	4	8.9	8.9	8.9
	2	8	17.8	17.8	26.7
	3	14	31.1	31.1	57.8

4.5	13	28.9	28.9	86.7
5	6	13.3	13.3	100.0
Total	45	100.0	100.0	

Source: Processed data (2024)

Based on gender, the majority of respondents were female, totaling 34 individuals or 75.6%, while the remaining 11 respondents, representing 24.4%, were male. This indicates that the employee composition at PT Pos Indonesia, Ternate Branch, is dominated by women. In terms of age distribution, respondents were mainly concentrated in the 23–33 age range, accounting for 71.2% of the total sample. Specifically, 22.2% of respondents were aged 19–22 years, 35.6% were aged 23–28 years, another 35.6% were aged 29–33 years, and only 6.7% were aged 34 years and above. This suggests that the majority of employees are relatively young and in their productive working age.

Regarding educational background, most respondents held a Bachelor's degree (S1), comprising 53.3% of the total, followed by 35.6% who completed Senior High School (SMA), and 11.1% who held a Diploma (DIII). This distribution shows that the workforce at PT Pos Indonesia, Ternate Branch, generally has a strong educational foundation, with most employees possessing higher education qualifications that support their professional competencies.

In terms of working tenure, the majority of respondents had been employed for three years, accounting for 31.1%, followed by 28.9% who had worked for 4.5 years, 17.8% for two years, 13.3% for five years, and 8.9% for 1.5 years. This indicates that most respondents have sufficient experience and familiarity with the organizational environment, which contributes to reliable and insightful responses in the study. Overall, the demographic profile demonstrates a predominantly female, well-educated, and moderately experienced workforce, positioning PT Pos Indonesia, Ternate Branch, as an organization with employees in a productive age range and capable of contributing effectively to operational performance.

Measurement Model
Validity Test Results

Table 2. Validity analysis

Variable	Item	R-count	R-table	Information
Human Resource Flexibility	X1.1	0,537	0.282	Valid
	X1.2	0.721	0.282	Valid
	X1.3	0.907	0.282	Valid
	X1.4	0.781	0.282	Valid
	X1.5	0.696	0.282	Valid
	X1.6	0.907	0.282	Valid
	X1.7	0.717	0.282	Valid
	X1.8	0.774	0.282	Valid
	X1.9	0.907	0.282	Valid
Employee Competence	X2.1	0.756	0.282	Valid
	X2.2	0.710	0.282	Valid
	X2.3	0.825	0.282	Valid
	X2.4	0.756	0.282	Valid
	X2.5	0.710	0.282	Valid
	X2.6	0.825	0.282	Valid
	X2.7	0.541	0.282	Valid
	X2.8	0.825	0.282	Valid

	X2.9	0.710	0.282	Valid
	X2.10	0.825	0.282	Valid
	X2.11	0.541	0.282	Valid
	X2.12	0.825	0.282	Valid
Employee Performance	Y.1	0.673	0.282	Valid
	Y.2	0.618	0.282	Valid
	Y.3	0.755	0.282	Valid
	Y.4	0.703	0.282	Valid
	Y.5	0.684	0.282	Valid
	Y.6	0.635	0.282	Valid
	Y.7	0.667	0.282	Valid
	Y.8	0.672	0.282	Valid
	Y.9	0.672	0.282	Valid
	Y.10	0.681	0.282	Valid
	Y.11	0.695	0.282	Valid
	Y.12	0.672	0.282	Valid

Source: Processed data (2024)

The validity test results, as shown in Table 2, indicate that all item-total correlation (r-count) values for the three variables exceeded the critical r-table value of 0.282. Specifically, the correlation coefficients ranged from 0.537 to 0.907 for Human Resource Flexibility, from 0.541 to 0.825 for Employee Competence, and from 0.618 to 0.755 for Employee Performance. Since all r-count values were greater than r-table, all items were declared valid and suitable for the analysis.

Reliability Test Results

Table 3. Realibility analysis

Variable	Cronbach's Alpha	N of Items	Requirements	Information
Human Resource Flexibility	0.913	9	0,50	*Reliable*
Employee Competence	0.919	12	0,50	*Reliable*
Employee Performance	0.920	12	0,50	*Reliable*

Source: Processed data (2024)

Reliability testing was conducted to determine the internal consistency of the instrument. As presented in Table 3, the Cronbach's Alpha values were 0.913 for Human Resource Flexibility, 0.919 for Employee Competence, and 0.920 for Employee Performance. All values exceed the minimum of Cronbach's Alpha of 0.50, indicating that the instruments were highly reliable and consistently measured each construct.

Multicollinearity Test Results

Table 4. Collinearity analysis

Model	Collinearity Statistics	
	Tolerance	VIF

1	Human Resource Flexibility	0.904	1.106
2	Employee Competence	0.904	1.106

Source: Processed data (2024)

The multicollinearity test was performed to ensure that the independent variables were not highly correlated. As shown in Table 4, the tolerance values for Human Resource Flexibility and Employee Competence were both 0.904, and the corresponding VIF values were 1.106. These values are well within the acceptable range (tolerance > 0.10 and VIF < 10).

Structural Model

After confirming the adequacy of the measurement model, the structural model was analyzed using multiple linear regression in SPSS to examine the effect of Human Resource Flexibility ($X1$) and Employee Competence ($X2$) on Employee Performance (Y). The regression results are presented in Table 5.

Multiple Regression Results

Table 5. Regression Analysis

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	9.000	6.354		1.417	.164
HR Flexibility	1.062	.099	.870	10.725	.000
Employee Competence	.013	.079	.013	.166	.869

a. Dependent Variable: Employee Performance

Source: Processed data (2024)

The purpose of this analysis was to evaluate the direct effects of Human Resource Flexibility (X_1) and Employee Competence (X_2) on Employee Performance (Y). The analysis showed that Human Resource Flexibility (X_1) produced an unstandardized coefficient (B) of 1.062 with a *t*-value of 10.725 and a significance level of 0.000. (sig. < 0.05). These results indicate that Human Resource Flexibility has **a** positive and significant effect on Employee Performance.

In contrast, Employee Competence (X_2) yielded an unstandardized coefficient (B) of 0.013, a *t*-value of 0.166, and a significance value of 0.869 (sig. < 0.05). These results indicate that Employee Competence shows no impact to Employee Performance.

F-test Results

Table 6. F-test

ANOVA[a]					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	900.326	2	450.163	63.026	.000[b]

Residual	299.985	42	7.142		
Total	1200.311	44			
a. Dependent Variable: Employee Performance					
b. Predictors: (Constant), X2, X1					

Source: Processed data (2024)

To examine the overall significance of the model, an F-test was conducted. As presented in Table 6, the calculated F-value was 63.026 with a significance level of 0.000, indicating that the model is statistically significant. Thus, Human Resource Flexibility and Employee Competence together have a simultaneous effect on Employee Performance.

R-squared Results

Table 7. R-squared value

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.866[a]	.750	.738	2.673
a. Predictors: (Constant), X2, X1				

Source: Processed data (2024)

The coefficient of determination (R^2) was used to assess the explanatory power of the regression model. As shown in Table 7, the R^2 value was 0.750, and the adjusted R^2 was 0.738. This means that 74% of the variance in Employee Performance can be explained by the combination of Human Resource Flexibility and Employee Competence, while the remaining 26% is explained by other factors not included in this study.

DISCUSSION

The present study was conducted to investigate how human resource flexibility (HRF) and employee competence (EC) affect employee performance (EP) within PT Pos Indonesia, Ternate Branch. The findings revealed a significant positive effect of HRF on EP, while EC showed no significant influence. This pattern highlights that in a public-sector organization, adaptability and behavioral flexibility play a more immediate role in determining performance than individual competence alone. These findings add new empirical evidence to the growing literature on HR adaptability and employee outcomes, reinforcing the argument that flexibility is an essential element for organizational sustainability in rapidly changing environments (Elbendary & Shehata, 2024) (Aldiabat & Alzoubi, 2024).

The significant relationship between Human Resource Flexibility and Employee Performance in this study supports earlier work asserting that flexible HR systems enable employees to respond effectively to unpredictable workloads and shifting operational requirements. (Lee, 2024) found that workplace flexibility strengthens employee engagement and indirectly enhances job performance. Similarly, (Tretiakov et al., 2023) emphasized that HR flexibility manifested in adaptive task structures and cross-functional learning, drives both individual and collective performance in information-based organizations. These studies align with the current finding that employees at PT Pos Indonesia who demonstrate higher skill and behavioral flexibility are better able to cope with dynamic service demands, resulting in improved performance outcomes.

Beyond its direct relationship with performance, HRF is also a mechanism for creating dynamic capabilities that enhance knowledge integration and decision-making efficiency (Tretiakov et al., 2023); (Elbendary & Shehata, 2024). The adaptability embedded within HR practices enables employees to transfer skills across tasks and departments, producing a multiplier effect on overall service performance. This view is consistent with dynamic capability theory, which posits that an organization's flexibility in deploying its human resources determines its capacity to sustain performance under uncertainty. Consequently, the evidence from this study strengthens the argument that flexibility is a form of organizational intelligence with a practical and behavioral resource that directly translates into higher job performance.

H1: Human Resource Flexibility has a positive and significant impact on Employee Performance

However, the second hypothesis testing revealed that employee competence had no significant effect on performance. This result diverges from conventional findings suggesting that competence is a consistent predictor of performance (C. Wijayanti et al., 2023) (Anggiani & Trisakti, 2024). For example, (Sulistyorini & Wening, 2025) reported that technical competence positively influences task effectiveness in educational institutions. Likewise, (Kamal, 2025) emphasized that work competence acts as a strategic determinant for achieving organizational goals. Yet, other scholars have indicated that competence alone may not directly lead to higher performance without mediating or contextual factors. (F. Wijayanti & Sari, 2023) suggested that competence requires motivational alignment and adequate organizational support to manifest in tangible outcomes. (Ramadhan et al., 2025) also found that while competence is necessary, its effect on performance becomes significant only when employees receive sufficient work motivation and job satisfaction.

The lack of a significant relationship between competence and performance in this study might be attributable to contextual realities in public service organizations. PT Pos Indonesia, as a government-owned entity, operates within standardized procedures and bureaucratic systems that limit individual discretion in performance expression. In such settings, even competent employees may not fully utilize their skills due to structural rigidity, limited incentives, or hierarchical constraints (Tabrani et al., 2024). In addition, the homogeneity of educational and experiential backgrounds among employees may have reduced the variance in competence scores, diminishing its statistical influence on performance. This interpretation echoes findings by (Pradipta & Martdianty, 2023), who found that when employees perform routine tasks under strict regulations, competence differences do not substantially affect performance outcomes.
Another possible explanation lies in the interplay between competence and HR flexibility. As argued (Budiawati & Hibrida, 2025) competence yields optimal performance only when supported by flexible HR systems that allow employees to apply their skills creatively. In rigid operational structures, even high-competence employees may be constrained by inflexible workflows or decision-making protocols. The current study indirectly supports this notion: while flexibility had a strong positive effect, competence without flexibility did not. This relationship suggests a potential mediation effect of HRF in linking competence to performance, which future research could test empirically.

Overall, the results expand the discourse on HRM in public institutions, where performance determinants often differ from private-sector models. Public organizations typically face limited competitive incentives, rigid pay structures, and hierarchical oversight, making flexibility more impactful than individual traits (Anggiani & Trisakti, 2024). In bureaucratic contexts, adaptive HR practices, such as job rotation, flexible scheduling, and decentralized task authority, are more effective in driving performance than conventional competency frameworks. Thus, this study reinforces the growing

understanding that in government-linked institutions, human resource flexibility is not merely an efficiency mechanism but a crucial driver of organizational resilience and service quality.

H2: Employee Competence is positively impacted with Employee Performance, was rejected.

CONCLUSION

The results of this study confirm that human resource flexibility is a dominant factor influencing employee performance at PT Pos Indonesia, Ternate Branch. Employees who demonstrate adaptability, multitasking ability, and behavioral flexibility tend to perform better in achieving organizational goals. In contrast, employee competence does not show a significant direct effect on performance. This indicates that in bureaucratic and hierarchical organizations, competence alone is insufficient to improve performance unless it is supported by flexible management systems and enabling work structures.

From a practical perspective, the findings imply that public-sector organizations must strengthen their focus on creating flexible HR systems that empower employees to adapt quickly to operational changes. Training programs and career development initiatives should not only aim to improve skills but also cultivate adaptability and behavioral agility. Implementing cross-functional roles, job rotation, and responsive leadership practices could help enhance performance outcomes and overall organizational resilience.

For future research, it is suggested to include mediating or moderating variables such as work motivation, organizational culture, and job satisfaction to provide a more comprehensive understanding of the relationship between competence and performance. Expanding the sample to multiple branches or comparing public and private institutions could also yield broader generalizations. Longitudinal studies are further recommended to examine how HR flexibility and competence interact over time in sustaining employee performance across different organizational contexts.

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ABOUT THE AUTHOR(S)

1stAuthor

Marshall Alfayed Mahasari, Management / Faculty of Economic and Business, Universitas Khairun

2ndAuthor

Marwan Man Soleman, Management / Faculty of Economic and Business, Universitas Khairun

3rdAuthor

Adnan Rajak, Management / Faculty of Economic and Business, Universitas Khairun

4thAuthor

Alfi Syahri Rilafani Hanafi, Management / Faculty of Economic and Business, Universitas Khairun

5thAuthor

Al Ama Asyahrul, Management / Faculty of Economic and Business, Universitas Khairun