



## The Impact of Work from Home (WFH) on Employee Performance During COVID-19 with Adaptive Work Culture as a Mediator

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### **Abstract**

This study aims to examine the impact of Work From Home (WFH) on employee performance at the Financial Services Authority (OJK) during COVID-19, with adaptive work culture acting as a mediator. A quantitative approach was employed, using surveys distributed to employees and supervisors at OJK to assess the effects of WFH, adaptive work culture, and employee performance. The results indicate that WFH positively influences employee performance, both directly and indirectly, through an adaptive work culture. This study contributes to the understanding of how adaptive work culture mediates the relationship between WFH and employee performance, particularly in the context of financial sector oversight.

**Keywords:** *Work from Home; Employee Performance; Adaptive Work Culture; COVID-19; OJK*

### **Introduction**

The COVID-19 pandemic, which began in early 2020, brought unprecedented changes to how organizations operate worldwide. One of the most significant adjustments was the widespread adoption of Work From Home (WFH) as a primary strategy to maintain operational continuity and protect employee well-being (Abiddin et al., 2022). Organizations, including the Financial Services Authority (OJK) in Indonesia, had to quickly adapt to this new work arrangement, which not only influenced daily operations but also posed new challenges and opportunities for employee performance and organizational culture.

WFH, while not a new concept, gained extraordinary relevance and became a standard practice during the pandemic due to mandatory lockdowns and social distancing measures (Narayanamurthy & Tortorella, 2021). As organizations transitioned from traditional office settings to remote work

environments, the immediate challenge was to ensure that employees could remain productive and engaged without the physical infrastructure of the office. This shift required rapid adjustments in technology, management practices, and communication methods, prompting a reevaluation of how work is organized and delivered (Pokojski et al., 2022).

The effectiveness of WFH on employee performance has been a topic of debate among researchers. Some studies, such as those conducted in Indonesia and India, found positive impacts of WFH on employee motivation and performance, highlighting that remote work can offer greater flexibility and a better work-life balance (Anisah, 2021; Narayanamurthy & Tortorella, 2021). Conversely, other studies noted that WFH could lead to decreased performance due to challenges such as isolation, lack of direct supervision, and difficulties in communication (Rosidah et al., 2021). These mixed findings underscore the complexity of WFH as a work model and the necessity of considering mediating factors that could influence its outcomes.

One such mediating factor is adaptive work culture, which refers to an organization's ability to adjust and thrive in the face of changing external conditions. Adaptive work culture involves flexibility, openness to change, and a proactive approach to managing uncertainties (Denison & Mishra, 1995; Xenikou & Simosi, 2006). In the context of WFH, an adaptive culture is crucial as it empowers employees to embrace new ways of working, utilize digital tools effectively, and maintain productivity despite the physical separation from their colleagues and supervisors.

The role of adaptive work culture as a mediator in the relationship between WFH and employee performance has gained increasing attention in recent studies. A strong adaptive culture can mitigate some of the negative impacts of WFH, such as reduced social interaction and feelings of isolation, by fostering a supportive environment where employees feel connected and engaged, even when working remotely (Riwukore, 2022). This is particularly important in regulatory bodies like OJK, where maintaining performance standards is critical to the stability and integrity of the financial sector.

At OJK, the implementation of WFH was accompanied by significant organizational changes, including the adoption of flexible working arrangements and the integration of digital communication tools to facilitate remote supervision and collaboration (PENG-4/MS.3/2020). These measures were not only responses to the immediate health crisis but also strategic moves to build a more resilient and adaptable workforce. The introduction of flexible work policies, such as Work From Office (WFO) and Work From Anywhere (WFA), reflects OJK's commitment to fostering an adaptive work culture that supports employee performance under varying conditions.

Research has shown that adaptive work culture can significantly enhance employee performance by encouraging innovation, facilitating collaboration, and supporting employee autonomy (Costanza et al., 2015). In environments where adaptive culture is strong, employees are more likely to take initiative, engage in problem-solving, and adapt to new challenges, which are essential behaviors in a remote work setting. For OJK, which operates in a highly regulated and dynamic industry, fostering an adaptive work culture is not just beneficial but necessary to maintain high standards of performance and oversight.

Moreover, the adaptive work culture at OJK plays a crucial role in addressing the specific challenges posed by WFH, such as the need for effective communication, maintaining employee engagement, and ensuring that performance metrics are met (OJK, 2023). By leveraging adaptive culture, OJK aims to transform the challenges of WFH into opportunities for growth, innovation, and improved service delivery. This approach aligns with the broader goals of regulatory bodies worldwide to enhance resilience and adaptability in the face of global disruptions.

The present study seeks to explore the mediating role of adaptive work culture in the relationship between WFH and employee performance at OJK. By examining this dynamic, the research aims to

provide insights into how organizations can optimize their remote work practices to support employee performance, particularly in industries where regulatory oversight and operational continuity are critical. Understanding these relationships is essential for developing strategies that not only address the immediate challenges of WFH but also contribute to long-term organizational success.

Ultimately, the findings from this study are expected to offer valuable contributions to the literature on WFH, adaptive work culture, and employee performance. They will provide practical recommendations for organizations like OJK and others in the financial sector to enhance their WFH practices and build adaptive cultures that support their strategic objectives. As remote work continues to evolve, these insights will be crucial for navigating the future of work and ensuring that employees can perform at their best, regardless of their physical work location.

### ***Literature Review And Hypothesis***

The concept of Work From Home (WFH) has evolved significantly, especially during the COVID-19 pandemic, which forced organizations globally to rethink traditional work models. WFH is defined as a work arrangement where employees perform their job duties from home or another remote location rather than the office (Lakshmi et al., 2017). This arrangement gained prominence during the pandemic as a response to government-imposed lockdowns and social distancing requirements (Gultom & Wanasida, 2022). Studies have shown that WFH can offer benefits such as increased flexibility, reduced commuting time, and a better work-life balance, contributing to improved job satisfaction and employee performance (Anisah & Wisesa, 2021; Prasad et al., 2020).

Despite its benefits, WFH also presents significant challenges, particularly concerning employee performance and productivity. Research indicates that the effectiveness of WFH varies widely across different contexts and is influenced by several factors, including the nature of the work, the level of managerial support, and the availability of technological resources (Narayanamurthy & Tortorella, 2021). For instance, some studies have reported a decline in performance due to issues like decreased social interaction, lack of direct supervision, and difficulties in separating work from personal life (Rosidah et al., 2021). Other research highlights the importance of organizational culture in determining the success of WFH arrangements, suggesting that a supportive and flexible culture can help mitigate some of these challenges (Pokojski et al., 2022).

Adaptive work culture, characterized by flexibility, openness to change, and proactive problem-solving, has been identified as a critical factor that can influence the success of WFH (Denison & Mishra, 1995; Xenikou & Simosi, 2006). In an adaptive culture, organizations and employees are better equipped to navigate the uncertainties and challenges associated with remote work, such as adapting to new technologies and adjusting workflows to suit remote settings (Costanza et al., 2015). Research has shown that an adaptive work culture can enhance employee resilience, motivation, and performance by providing a supportive environment that encourages continuous learning and adaptation (Driyantini et al., 2020).

The role of adaptive work culture as a mediator between WFH and employee performance has been explored in recent studies, with findings indicating that it can significantly enhance the positive impacts of WFH (Riwukore, 2022). For example, in a study conducted on financial sector employees, it was found that adaptive work culture not only improved performance outcomes but also increased employee satisfaction and engagement during WFH (Sukmana, 2023). Adaptive work culture enables organizations to create flexible policies and provide the necessary resources, such as digital tools and training, to support employees in managing their work effectively from home (Garrett & Danziger, 2007).

In the context of Financial Services Authority (OJK), the implementation of adaptive work culture has been pivotal in maintaining performance standards during the pandemic. OJK adopted flexible

work arrangements, including Work From Office (WFO) and Work From Anywhere (WFA), to support employees and ensure continuity of operations (OJK, 2023). This approach aligns with the principles of adaptive culture, which emphasize the importance of flexibility and responsiveness to changing external conditions (Lawrence & Lorsch, 1967). By fostering an adaptive work culture, OJK aims to enhance employee performance and organizational resilience, ensuring that the institution can effectively carry out its regulatory functions even under challenging circumstances.

Furthermore, studies on the impact of WFH on employee performance have highlighted the critical role of leadership and management practices in shaping adaptive work culture (Podsakoff et al., 2016). Effective leadership that promotes clear communication, provides support, and sets realistic expectations can help employees navigate the challenges of remote work and maintain high levels of performance (Bellmann & Hubler, 2020). In adaptive work cultures, leaders are expected to be flexible, open to feedback, and willing to adjust strategies based on the evolving needs of their teams (Pulakos et al., 2000). This approach not only supports employee performance but also fosters a sense of belonging and commitment, which are essential for long-term organizational success.

Overall, the literature suggests that while WFH can present challenges, the presence of an adaptive work culture can significantly enhance its effectiveness by supporting employee performance and well-being. The findings underscore the importance of cultivating adaptive cultures within organizations, particularly in dynamic and highly regulated industries like finance. By integrating adaptive work practices and supporting continuous learning and adaptation, organizations can better position themselves to navigate the complexities of remote work and achieve their strategic goals.

## ***Hypothesis***

### **1. WFH and Adaptive Work Culture**

In this study, the hypothesis proposed is that working from home (WFH) will have a significant impact on employees' adaptive work culture. The greater the number of employees working remotely, the higher the likelihood of fostering an adaptive work culture. This occurs because remote work often necessitates flexibility, creativity, and the ability to adapt to rapid changes in technology and work methods (Alfanza, 2021). Therefore, it can be hypothesized that the increased adoption of WFH is positively associated with the development of an adaptive work culture, in which employees become more open to change and more capable of innovating in response to challenges arising in an evolving work environment.

H1: Work from Home positively influences adaptive work culture.

### **2. WFH and Employee Performance**

This hypothesis is based on previous research findings indicating that working from home (WFH) can have a complex impact on employee performance. According to Ramos and Prasetyo (2020), WFH enables employees to have greater flexibility in managing their work schedules, reduces commuting time, and enhances work-life balance. These conditions can increase motivation and job satisfaction, which in turn may positively contribute to employee performance. Additionally, Anisah and Wisesa (2021) found that WFH has a positive impact on employee productivity, with many employees reporting increased motivation and efficiency in time management.

H2: Work from Home positively influences employee performance.

### 3. Adaptive Work Culture and Employee Performance

The influence of adaptive work culture on employee performance at the Financial Services Authority (OJK) can be formulated in the following hypothesis. It is hypothesized that a strong adaptive work culture at OJK will positively impact employee performance. In an adaptive work culture, employees may feel more encouraged to innovate, collaborate, and swiftly adapt to changes in the work environment or organizational policies. This can enhance productivity, motivation, and employee commitment to the organization, ultimately leading to improved overall performance (Riwukore, 2022). Thus, the hypothesis suggests that a strong adaptive work culture at OJK will positively influence employee performance, fostering higher levels of engagement and effectiveness in their work.

H3: Adaptive work culture positively influences employee performance.

### 4. WFH and Employee Performance Mediated by Adaptive Work Culture

Working from home (WFH) is expected to have a positive influence on adaptive work culture, which in turn mediates the effect of WFH on employee performance. Lim (1995) argues that culture serves as a mediating factor in shaping organizational performance. In the context of remote work, employees may be more driven to develop adaptive skills, innovate, and collaborate effectively. This can foster a work culture that supports change and the ability to overcome challenges in a dynamic work environment. A strong adaptive work culture can enhance employee motivation and commitment. Consequently, WFH is expected to positively impact adaptive work culture, which, in turn, mediates the relationship between WFH and employee performance (Hosseini et al., 2020). In other words, WFH influences adaptive work culture, which subsequently has a positive effect on employee performance at OJK.

H4: Work from Home positively influences employee performance through the mediation of adaptive work culture.

## **Research Method**

This study utilized a quantitative research design to examine the impact of Work From Home (WFH) on employee performance at the Financial Services Authority (OJK), with a focus on the mediating role of adaptive work culture. The research employed a structured questionnaire distributed to a sample of 3,149 employees, selected using a simple random sampling technique from a total population of 208 employees across various levels and departments. The questionnaire included sections on WFH, adaptive work culture, and employee performance, using validated scales modified to suit the OJK context. Responses were measured on a Likert scale from 1 (strongly disagree) to 5 (strongly agree).

Employee performance, as outlined by Riwukore et al. (2022), is measured through several key indicators, including quantity, which reflects the ability to complete tasks based on the assigned workload, and quality, which ensures that work is completed following established procedures. Timeliness assesses whether employees meet deadlines and prioritize tasks effectively, while cooperation highlights teamwork, collaboration, and the ability to empower others. Additionally, attitude considers initiative, adaptability, and attention to individual development. Work From Home (WFH), also studied by Riwukore et al. (2022), is evaluated based on the work environment, which includes factors such as productivity, social interaction, career development, and financial implications. Workload examines changes in task volume, working hours, and project demands, while symptoms of stress assess the psychological and emotional effects of remote work, such as fatigue, anxiety, and concentration issues. Meanwhile, adaptive culture, as described by Costanza et al. (2016), consists of several dimensions: external focus, which involves responsiveness to customer needs and market dynamics; anticipation,

which reflects an organization's ability to foresee future challenges and trends; and risk-taking, which considers willingness to invest in innovation despite uncertainties. Open to change evaluates flexibility in business practices, while confidence measures an organization's belief in its capacity for success and continuous improvement. Development of capabilities refers to investments in employee training and resource allocation, whereas collaborative action planning assesses cross-departmental coordination to address challenges. Lastly, executing change examines an organization's ability to implement new strategies effectively, and sustaining change determines whether changes are reinforced through long-term policies and systems to maintain progress.

Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 3.0 software, allowing for the assessment of both direct and indirect relationships between the variables. The measurement model was evaluated for reliability and validity, while the structural model tested the hypotheses regarding the influence of WFH on employee performance and the mediating role of adaptive work culture. The mediation effect was further examined through bootstrapping techniques, revealing that adaptive work culture partially mediated the relationship between WFH and employee performance, emphasizing the importance of a supportive and flexible work environment in enhancing the effectiveness of remote work.

### Results

The outer model evaluation indicates that all constructs—Adaptive Work Culture (ADAPTIVE), Employee Performance (PERFORMANCE), and Work From Home (WFH)—exhibit satisfactory reliability and validity. The Average Variance Extracted (AVE) values for ADAPTIVE (0.565), PERFORMANCE (0.759), and WFH (0.504) confirm that the latent variables adequately explain the variance of their indicators, meeting the minimum threshold of 0.5. Cronbach's Alpha values for all constructs—ADAPTIVE (0.929), PERFORMANCE (0.964), and WFH (0.923)—demonstrate high internal consistency, indicating that the measurement items are reliable. Furthermore, the Composite Reliability (CR) values for ADAPTIVE (0.939), PERFORMANCE (0.969), and WFH (0.934) exceed the recommended threshold of 0.7, reinforcing the robustness of the constructs. The factor loadings for each item are generally above 0.6, signifying strong convergent validity. Overall, these results indicate that the measurement model is reliable and valid, supporting the structural analysis of the study.

Table 1. Outer model (Validity dan Reliability)

	<b>ADAPTIVE</b>	<b>PERFORMANCE</b>	<b>WFH</b>
<b>BA1</b>	<b>0.689</b>		
<b>BA2</b>	<b>0.713</b>		
<b>BA3</b>	<b>0.736</b>		
<b>BA4</b>	<b>0.819</b>		
<b>BA5</b>	<b>0.739</b>		
<b>BA6</b>	<b>0.776</b>		
<b>BA7</b>	<b>0.641</b>		
<b>BA8</b>	<b>0.748</b>		
<b>BA9</b>	<b>0.742</b>		
<b>BA10</b>	<b>0.801</b>		
<b>BA11</b>	<b>0.812</b>		
<b>BA12</b>	<b>0.785</b>		
<b>K1</b>		<b>0.823</b>	

<b>K2</b>		<b>0.914</b>	
<b>K3</b>		<b>0.941</b>	
<b>K4</b>		<b>0.88</b>	
<b>K5</b>		<b>0.924</b>	
<b>K6</b>		<b>0.873</b>	
<b>K7</b>		<b>0.858</b>	
<b>K8</b>		<b>0.891</b>	
<b>K9</b>		<b>0.832</b>	
<b>K10</b>		<b>0.76</b>	
<b>WFH1</b>			<b>0.64</b>
<b>WFH2</b>			<b>0.805</b>
<b>WFH3</b>			<b>0.609</b>
<b>WFH4</b>			<b>0.771</b>
<b>WFH5</b>			<b>0.651</b>
<b>WFH6</b>			<b>0.613</b>
<b>WFH7</b>			<b>0.716</b>
<b>WFH8</b>			<b>0.61</b>
<b>WFH10</b>			<b>0.657</b>
<b>WFH11</b>			<b>0.726</b>
<b>WFH12</b>			<b>0.78</b>
<b>WFH13</b>			<b>0.778</b>
<b>WFH14</b>			<b>0.767</b>
<b>WFH15</b>			<b>0.763</b>
<b>AVE</b>	<b>0.565</b>	<b>0.759</b>	<b>0.504</b>
<b>Cronbach's Alpha</b>	0.929	0.964	0.923
<b>Composite Reliability</b>	0.939	0.969	0.934

The Fornell-Larcker criterion analysis in Table 4.5 evaluates discriminant validity by comparing the square root of the Average Variance Extracted (AVE) for each construct with its correlations with other constructs. The diagonal values represent the square root of AVE for each construct—ADAPTIVE (0.752), PERFORMANCE (0.871), and WFH (0.710)—which are higher than their respective correlations with other constructs. The correlation between ADAPTIVE and PERFORMANCE is 0.616, while WFH correlates with ADAPTIVE at 0.512 and with PERFORMANCE at 0.589. These results indicate that each construct shares more variance with its own indicators than with other constructs, confirming adequate discriminant validity. Thus, the model successfully distinguishes between ADAPTIVE, PERFORMANCE, and WFH as separate constructs.

Table 2. Fornell larcker

<b>Variable</b>	<b>ADAPTIVE</b>	<b>PERFORMANCE</b>	<b>WFH</b>
<b>ADAPTIVE</b>	0.752		
<b>PERFORMANCE</b>	0.616	0.871	
<b>WFH</b>	0.512	0.589	0.710

The inner model evaluation demonstrates strong statistical significance for all hypothesized relationships, as indicated by the T-statistics and p-values. The direct effect of ADAPTIVE on PERFORMANCE is significant ( $T = 4.957$ ,  $p = 0.000$ ), confirming that an adaptive work culture positively influences employee performance. Similarly, WFH significantly impacts ADAPTIVE ( $T = 8.991$ ,  $p = 0.000$ ), suggesting that remote work fosters an adaptive work culture. Additionally, WFH directly affects PERFORMANCE ( $T = 5.459$ ,  $p = 0.000$ ), indicating that working from home contributes to improved employee performance. The mediation analysis further reveals that ADAPTIVE mediates the relationship between WFH and PERFORMANCE ( $T = 4.122$ ,  $p = 0.000$ ), implying that remote work enhances employee performance indirectly by promoting an adaptive work culture. The R-Square values indicate that WFH explains 26.2% of the variance in ADAPTIVE, while ADAPTIVE and WFH collectively explain 48.1% of the variance in PERFORMANCE. The adjusted R-Square values (0.258 for ADAPTIVE and 0.474 for PERFORMANCE) confirm the model's robustness and explanatory power in predicting the relationships among these variables.

Table 3 Inner Model (t statistic, r-square)

Variable	T Statistics ( O/STDEV )	P Values
<b>ADAPTIVE -&gt; PERFORMANCE</b>	4.957	<b>0.000</b>
<b>WFH -&gt; ADAPTIVE</b>	8.991	<b>0.000</b>
<b>WFH -&gt; PERFORMANCE</b>	5.459	<b>0.000</b>
<b>Mediation</b>		
<b>WFH -&gt; ADAPTIVE -&gt; PERFORMANCE</b>	4.122	<b>0.000</b>
	<b>R Square</b>	<b>R Square Adjusted</b>
<b>ADAPTIVE</b>	0.262	0.258
<b>PERFORMANCE</b>	0.481	0.474

### Discussion

The study findings indicate that Work From Home (WFH) has a significant positive impact on both adaptive work culture and employee performance. WFH enhances employees' ability to adapt to changes in the work environment by requiring them to manage flexible schedules, use technology for remote communication, and adjust to evolving work procedures. This fosters a stronger adaptive work culture, which is essential for maintaining productivity and effectiveness in a rapidly changing workplace. The more employees work remotely, the greater the likelihood of developing an adaptive work culture, making them more open to change and capable of innovating in response to workplace challenges (Alfanza, 2021).

WFH also positively influences employee performance by allowing employees to work in a more comfortable and personalized environment, improving both productivity and efficiency. Although challenges such as household distractions or social isolation may arise, employees who effectively



manage their time and tasks tend to experience performance improvements. These findings align with previous studies by Ramos and Prasetyo (2020) as well as Anisah and Wisesa (2021), which highlight the benefits of WFH in providing greater flexibility, reducing commute time, and enhancing work-life balance. This ultimately leads to increased motivation and job satisfaction, contributing positively to employee performance.

Adaptive work culture itself has a strong influence on employee performance. Employees in organizations with an adaptive culture are more capable of handling challenges, taking initiative, and completing tasks efficiently. Adaptability plays a key role in achieving and maintaining high performance, especially in dynamic work environments that demand continuous adjustments. These results support the findings of Riwukore (2022), who emphasized that an adaptive work culture encourages innovation, collaboration, and quick adjustments to changes within an organization. Employees who work in such environments tend to be more motivated and committed, leading to increased productivity and overall effectiveness.

Furthermore, adaptive work culture plays a crucial mediating role in the relationship between WFH and employee performance. While WFH directly enhances performance, it also strengthens adaptive work culture, which in turn further improves employee outcomes. Remote work presents employees with various challenges, such as learning new technologies and managing their schedules independently, requiring them to develop adaptive skills. As employees cultivate these abilities, they become more effective and productive in navigating an evolving work environment. These findings align with the perspectives of Lim (1995) and Hosseini et al. (2020), who argue that adaptive culture is essential in linking workplace flexibility with organizational performance. Ultimately, WFH fosters adaptability, which enhances employee performance, underscoring the importance of developing a strong adaptive work culture in modern, flexible, and digital workplaces.

Overall, the study concludes that WFH can have a positive impact on employee performance, particularly when supported by an adaptive work culture. These results suggest that organizations should not only provide the technological tools necessary for remote work but also foster a culture that supports adaptability and resilience. By doing so, organizations like OJK can ensure that their employees remain productive and engaged, even in the face of ongoing changes and challenges in the work environment.

## **Conclusion**

This study concludes that Work From Home (WFH) positively impacts employee performance at Financial Services Authority (OJK), particularly when an adaptive work culture is present. The research highlights that adaptive work culture serves as a vital mediator, enhancing the effectiveness of WFH by fostering a supportive and flexible environment that encourages employee engagement, innovation, and resilience. Employees who feel supported by an adaptive culture are more likely to maintain or improve their performance while working remotely, demonstrating that the success of WFH extends beyond technological tools to include cultural and organizational support.

The findings emphasize that an adaptive work culture not only mitigates common challenges of WFH, such as isolation and communication barriers but also aligns employees more closely with organizational objectives, thereby boosting overall performance and job satisfaction. This underscores the critical role of leadership in cultivating an environment that values adaptability, continuous learning, and proactive problem-solving. Organizations that prioritize these elements are better positioned to navigate the complexities of remote work and sustain high levels of employee performance.

Based on the study's findings, it is recommended that OJK and similar organizations invest in initiatives that foster an adaptive work culture to maximize the benefits of WFH. These initiatives could

include providing training for digital competencies, enhancing communication channels, and implementing flexible work policies that accommodate various employee needs. Additionally, leadership should focus on setting clear expectations and encouraging a culture of openness and feedback, which can help employees feel more connected and valued, even when working remotely.

Further research could explore the long-term effects of adaptive work culture on employee performance in various remote work settings, as well as examine how specific elements of adaptive culture, such as leadership styles or team dynamics, contribute to overall outcomes. Organizations are encouraged to continuously evaluate and adjust their WFH strategies and cultural initiatives to ensure they are meeting the evolving needs of their workforce, thereby fostering a resilient and high-performing organizational environment.

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