

The Effect of Management Support, Training Culture, Job Challenges And Career Opportunities on Employee Performance Through Adaptability and Skill Flexibility at Bank Jatim In East Java Province

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Abstract: This study aims to analyze the effect of management support, training culture, job challenges, and career opportunities on employee performance, through mediation of adaptability and skill flexibility on Bank Jatim employees in East Java Province. The study design uses an explanatory research approach. Research population was all employees at the main branch of Bank Jatim in East Java Province, amounting to 6,473 people. The sample was calculated by the Slovin formula and obtained a total sample of 380 people. Sampling technique using proportional random sampling. Data analysis techniques using Structural Equation Modeling (SEM).

The results show management support has a significant effect on adaptability and skill flexibility, while the effect on employee performance is known to be insignificant. Training culture has a significant effect on adaptability, skill flexibility, and employee performance. Job challenges have a significant effect on adaptability and skill flexibility, while their effects on employee performance are known to be insignificant. Career opportunities have a significant effect on skill flexibility and employee performance, while the effect on adaptability is known to be insignificant. Finally, adaptability and skill flexibility have a significant effect on employee performance.

Keywords: management support, training culture, job challenge, career opportunities, employee performance, adaptability, skill flexibility

I. INTRODUCTION

Human resources, human power, or power (energy or power), resources are also called human resources, abilities, strengths, expertise. Along with technological developments and changes in the world which are increasingly complex, a person must always update his / her abilities according to these changing conditions. In reality, humans have raw potential and abilities, which ideally will continue to develop continuously and sustainably, which ultimately has an impact on employee performance.

Robbins (2015: 35) states that employee performance is a function of the interaction between ability and motivation. Employee performance is the achieved result by employees in their work according to specific criteria that apply to certain jobs. Performance, in general, is also said to be a measure for someone in his job. Performance is the foundation for

productivity and contributes to the achievement of organizational goals.

Employee performance can be influenced by many factors, research conducted by Diamantidis and Chatzoglou (2018) shows that the factor that has the greatest influence on employee performance is the ability of employees to adapt (adaptability) and flexibility in employee skills (skill flexibility), these two factors are also mediator variables. Strong factors for several factors, namely management support, training culture, and job challenges. Partially, strong management support, a good training culture, and job challenges will improve employee performance.

Adaptability relates to the ability of employees to respond and adapt to changing circumstances. Fey and Denison (2000: 76) explain adaptability is the ability of employees to create change, focus on customers, the ability of the organization to learn. Cullen et al. (2013) show that employees' adaptability can improve employee performance because this ability can help organizations adapt to changing business environments because they have adaptable employees, and will be associated with superior employee performance in the coming time period.

The next factor that affects employee performance is a training culture. The training culture variable is the development of the training variable. According to Diamantidis and Chatzoglou (2018), training culture is a habit that leads to the extent to which companies perceive employee training as a positive factor in improving company performance. The results of this study indicate that the training culture is a very important factor in improving employee performance. Amalisa et al. (2016) in their research also shows that training has a significant effect on performance, training can make employees gain the ability to identify job elements and this ability can lead to increased performance.

The next factor that affects employee performance is job challenges. Triana et al. (2015) explained that a job challenge is a set of tasks or jobs that are carried out by employees or workers that must be completed within a certain time limit.

Job challenges are also a condition of how an individual interprets the stimulus in the form of a task or job received. These tasks are related to the requirements of a position or position occupied. Individuals who have a positive perception of the work for which they are responsible will perceive their work as a challenge and make themselves better for the company and the position they occupy, quickly complete their work according to the planned deadlines. On the other hand, if an individual has a negative perception of the work for which he is responsible, he tends to think of his job not as a challenge, but rather as a burden, so that he cannot complete the task on time so that it has an impact on his performance.

Carmeli (2007) in her research revealed that between job challenges and performance there is a positive relationship, and job challenges affect the work performance of an organization, job challenges also have a significant effect on organizational identification and employee performance creativity and organizational identification also successfully mediates the relationship between job challenges and creativity employee performance. Vlosky and Aguilar (2009) also point out that job challenges are very important factors in improving employee performance.

The next factor is career opportunities. The career opportunities presented by Dubrin (1982: 197) as quoted by Mangkunegara (2000: 77) are opportunities to help employees plan their future careers in the company so that the company and the employees concerned can develop themselves optimally. Thus, career opportunities are opportunities given to employees to achieve their career plans, sponsored by the human resources department, managers or other parties.

This research was conducted with the object of Bank Jatim. The condition of the performance of Bank Jatim, which is full of challenges, makes human resources in Bank Jatim as a whole have to keep up with existing developments, namely by continuously improving employee performance so that Bank Jatim has quality human resources in order to win the competition in these competitive market conditions. The quality of human resources is also important as a strategy for Bank Jatim to achieve its mission, namely, to get The Best Bank in Digital Services. This effort requires Bank Jatim to have quality human resources who can adapt during rapid change.

II. STATEMENT OF PROBLEMS

Based on the description that has been submitted in the background, which provides an overview of the relationship between management support, training culture, job challenges, career opportunities, adaptability, skill flexibility, and employee performance at Bank Jatim, the statement of the problems can be presented as follows:

1. Does management support have a significant effect on the adaptability of Bank Jatim employees in East Java Province?

2. Does training culture have a significant effect on the adaptability of Bank Jatim employees in East Java Province?
3. Do job challenges have a significant effect on the adaptability of Bank Jatim employees in East Java Province?
4. Do career opportunities have a significant effect on the adaptability of Bank Jatim employees in East Java Province?
5. Does management support have a significant effect on the skill flexibility of Bank Jatim employees in East Java Province?
6. Does training culture have a significant effect on the skill flexibility of Bank Jatim employees in East Java Province?
7. Do job challenges have a significant effect on the skill flexibility of Bank Jatim employees in East Java Province?
8. Do career opportunities have a significant effect on the skill flexibility of Bank Jatim employees in East Java Province?
9. Does management support have a significant effect on employee performance of Bank Jatim employees in East Java Province?
10. Does training culture have a significant effect on employee performance of Bank Jatim employees in East Java Province?
11. Do job challenges support have a significant effect on employee performance of Bank Jatim employees in East Java Province?
12. Do career opportunities have a significant effect on employee performance of Bank Jatim employees in East Java Province?
13. Does adaptability have a significant effect on employee performance of Bank Jatim employees in East Java Province?
14. Does skill flexibility have a significant effect on employee performance of Bank Jatim employees in East Java Province?

III. LITERATURE REVIEW

Several topics will be discussed in this article. First is Human Resource Management. Human resource management is a part of management that regulates humans in realizing goals in an optimal, efficient and capable of creating a good work environment in order to increase maximum, efficient and effective work productivity. Hasibuan (2005: 10) explains that human resource management is the Science and Art of regulating the relationship and role of the workforce to be effective and efficient in realizing the goals of the organization, employees and society.

Management support is the extent to which employees believe that management values their contribution and cares about their welfare. Diamantidis and Chatzoglou (2018) found that perceptions of management support are positively related to employee performance; workers who feel that the

organization supports them will cause reciprocity and will improve the organization. Management support measurement tools, according to Parker et al. (2006) and also adopted by Diamantidis and Chatzoglou (2018), are:

1. Encourages us to expect a lot from ourselves
2. Encourages us to set targets for our team performance
3. Encourages us to praise each other for doing a good job
4. Encourages us to be aware of our level of performance

Furthermore, according to Diamantidis and Chatzoglou (2018) in their research, the training culture is a habit that leads to the extent to which companies perceive employee training as a positive factor in improving company performance.

Then, Job Challenges. Hackman and Oldham define the job challenge as the extent to which a job requires a variety of different activities, in carrying out work that involves using several skills and talents from a person. According to Mutia (2014: 11), there are three aspects to the job challenges, namely:

1. Physical, physical aspects include calculating job challenges based on human physical criteria.
2. Mental, the mental aspect is a calculation of job challenges by considering mental (psychological) aspects.
3. The use of time, while the use of time considers more aspects of the use of time for work.

Last, career opportunities, according to VeitzhalRivai (2009: 290) are opportunities given to employees to improve their work abilities in order to achieve their desired career. Some principles need to be considered with career opportunities:

1. The job itself has the greatest influence on career opportunities.
2. The specific job requirements determine the types of new skills that will be required.
3. The development will not occur if a person has not acquired the skills required by a certain position.

IV. RESEARCH METHODOLOGY

The population in this study were all employees of Bank Jatim in East Java Province, as many as 6,473 people (results of the 2019 Bank Jatim annual report). The 6473 employees are located in the four main areas of the Bank Jatim work area in East Java Province which includes the areas of Surabaya, Malang, Kediri and Jember. Furthermore, the minimum number of samples is 376.72 and rounded to 380 samples.

The methods used in this research are survey methods, interviews and case studies (field studies). Moreover, analyze the data using quantitative techniques, namely Structural Equation Modeling (SEM) with the help of software Amos v.24.

V. FINDING

This research was conducted using a quantitative approach, data processing using the SEM method with AMOS v.24. The results of this study justify human resource management theory, especially those related to the concept of management support (X_1), training culture (X_2), job challenges (X_3), career opportunities (X_4), adaptability (Z_1), skill flexibility (Z_2), and employee performance (Y). The results of this study have theoretical implications that:

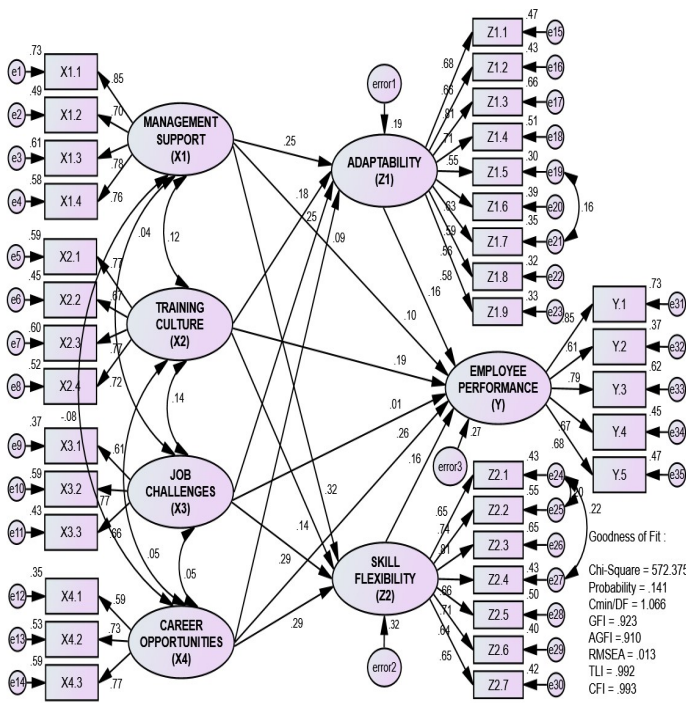
1. Management support has a significant effect on adaptability, skill flexibility and employee performance. This research implies developing the theory of environment-related factors by Diamantidis and Chatzoglou (2018), that management support, training culture, organizational climate, and environmental dynamism are factors related to the performance of aspects of the work environment in an organization.
2. Training culture has a significant effect on adaptability, skill flexibility and employee performance. This research implies developing the theory of environment-related factors by Diamantidis and Chatzoglou (2018), that management support, training culture, organizational climate, and environmental dynamism are factors related to the performance of aspects of the work environment in an organization.
3. Job challenges have a significant effect on adaptability and skill flexibility. This research implies developing the theory of job-related factors by Diamantidis and Chatzoglou (2018), that job environment, job communication, job autonomy, and job challenges are factors related to performance of its own work performance.
4. Career opportunities have a significant effect on skill flexibility and employee performance. This research implies developing career projection theory by Holland (1997), which states that career opportunities will increase individual interaction with the organizational environment so that it can produce characteristics of job choices and work environment adjustments, so the core of this theory is the projection of the individual's personality with their work.
5. Adaptability and flexibility skills have a significant effect on employee performance. This research implies developing the theory of employee-related factors by Diamantidis and Chatzoglou (2018), that adaptability and skill flexibility are factors related to the performance of the personal aspects of employees. In addition to adaptability and skill flexibility, employee-factors include proactive, motivation, commitment, and skill levels.

The results of this study also have empirical implications, especially those related to the influence between insignificant

variables. The results showed that the effect was not significant, namely management support and job challenges on employee performance, as well as career opportunity on adaptability. The results also show that management support, job challenges and career opportunities have a major influence on flexibility skill, as well as management support and job challenges have a major influence on adaptability.

VI. HYPOTHESIS TESTING

To determine whether there is an effect of exogenous variables on endogenous variables and endogenous variables on endogenous variables, a provision is used if the calculated CR value > 1.96 or the significance value < 0.05, then it is decided that there is a significant influence between these variables. Following are the results of hypothesis testing using standardized regression weight structural equation modelling modified by SEM:



Hip	Hubungan Kausalitas	Std. Estimasi	C.R.	P value	Ket
	(X ₁) → (Z ₂)				
H ₆	Training Culture (X ₂) → Skill Flexibility (Z ₂)	0,144	2,538	0,011	s
H ₇	Job Challenges (X ₃) → Skill Flexibility (Z ₂)	0,287	4,395	0,000	s
H ₈	Career opportunities (X ₄) → Skill Flexibility (Z ₂)	0,286	4,500	0,000	s
H ₉	Management Support (X ₁) → Employee Performance (Y)	0,104	1,637	0,102	ts
H ₁₀	Training Culture (X ₂) → Employee Performance (Y)	0,190	3,205	0,001	s
H ₁₁	Job Challenges (X ₃) → Employee Performance (Y)	0,012	0,170	0,865	ts
H ₁₂	Career opportunities (X ₄) → Employee Performance (Y)	0,159	2,876	0,000	s
H ₁₃	Adaptability (Z ₁) → Employee Performance (Y)	0,155	2,448	0,014	s
H ₁₄	Skill Flexibility (Z ₂) → Employee Performance (Y)	0,165	2,278	0,023	s

Keterangan: s (signifikan); ts (tidak signifikan)

Based on the table above, it can be explained as follows:

1. The estimation results of the parameter of the influence of management support on adaptability show a significant effect with a CR value of 4.272 (larger than 1.96) and a significance value (p-value) of 0.000 (less than 5%). The coefficient result effect is 0.248 (positive), meaning that the higher the management support, the higher the adaptability. Thus, the first hypothesis which states that management support affects the adaptability of Bank Jatim employees is acceptable (H₁ accepted).
2. The estimation results of the parameters of the influence of training culture on adaptability also showed a significant effect with a CR value of 3.046 (larger than 1.96) and a significance value (p-value) of 0.002 (less than 5%). The coefficient result effect is 0.180 (positive), meaning that the higher the training culture, the higher the adaptability. Thus, the second hypothesis, which states that training culture affects the adaptability of Bank Jatim employees is also acceptable (H₂ is accepted).
3. The estimation result of the parameter of the effect of job challenges on adaptability also shows a significant effect with a CR value of 3.819 (larger than 1.96) and a significance value (p-value) of 0.000 (less than 5%). The resulting effect coefficient is 0.249 (positive), meaning that the higher the job challenges, the higher the adaptability. Thus, the third hypothesis, which states that job challenges

Hip	Hubungan Kausalitas	Std. Estimasi	C.R.	P value	Ket
H ₁	Management Support (X ₁) → Adaptability (Z ₁)	0,248	4,272	0,000	s
H ₂	Training Culture (X ₂) → Adaptability (Z ₁)	0,180	3,046	0,002	s
H ₃	Job Challenges (X ₃) → Adaptability (Z ₁)	0,249	3,819	0,000	s
H ₄	Career opportunities (X ₄) → Adaptability (Z ₁)	0,090	1,506	0,132	ts
H ₅	Management Support (X ₁) → Skill Flexibility (Z ₂)	0,324	5,599	0,000	s

- affect the adaptability of Bank Jatim employees, is also acceptable (H_3 accepted).
4. The estimation results of the career opportunities influence parameters on adaptability show an insignificant effect with a CR value of 1.506 (less than 1.96) and a significance value (p -value) of 0.132 (greater than 5%). The resulting effect coefficient is only 0.090, meaning that higher career opportunities are not able to provide a real impact on improving employee adaptability. Thus, the fourth hypothesis, which states that career opportunities affect the adaptability of Bank Jatim employees, cannot be accepted (H_4 is rejected).
 5. The estimation results of the parameter of the influence of management support on skill flexibility show a significant effect with a CR value of 5,599 (larger than 1.96) and a significance value (p -value) of 0,000 (less than 5%). The resulting influence coefficient is 0.324 (positive), meaning that the higher the management support, the higher the flexibility skills. Thus, the fifth hypothesis, which states that management support affects the flexibility skills of Bank Jatim employees is acceptable (H_5 accepted).
 6. The estimation results of the influence of training culture parameters on flexibility skills also show a significant effect with a CR value of 2.538 (larger than 1.96) and a significance value (p -value) of 0.011 (less than 5%). The resulting influence coefficient is 0.144 (positive), meaning that the higher the training culture, the higher the flexibility skills. Thus, the sixth hypothesis, which states that culture training affects the flexibility skills of Bank Jatim employees, is also acceptable (H_6 accepted).
 7. The estimation result of the parameter of the effect of job challenges on flexibility skill also shows a significant effect with a CR value of 4.395 (larger than 1.96) and a significance value (p -value) of 0.000 (less than 5%). The resulting influence coefficient is 0.287 (positive), meaning that the higher the job challenges, the higher the flexibility skills. Thus, the seventh hypothesis, which states that job challenges affect the flexibility skills of Bank Jatim employees, is also acceptable (H_7 accepted).
 8. The estimation results of the parameters of the influence of career opportunities on skill flexibility also show a significant effect with a CR value of 4.500 (larger than 1.96) and a significance value (p -value) of 0.000 (less than 5%). The resulting influence coefficient is 0.286 (positive), meaning that the higher the career opportunities, the higher the flexibility skill. Thus, the eighth hypothesis, which states that career opportunities affect the flexibility skills of Bank Jatim employees, can also be accepted (H_8 accepted).
 9. The estimation result of the parameter of the influence of management support on employee performance shows an insignificant effect with a CR value of 1.637 (less than 1.96) and a significance value (p -value) of 0.102 (greater than 5%). The resulting coefficient of influence is only 0.104, meaning that higher management support is not able to have a real impact on improving employee performance. Thus, the ninth hypothesis, which states that management support affects employee performance at Bank Jatim, cannot be accepted (H_9 accepted).
 10. The estimation results of the parameter of the influence of training culture on employee performance show a significant effect with a CR value of 3.205 (larger than 1.96) and a significance value (p -value) of 0.001 (less than 5%). The resulting coefficient of influence is 0.190 (positive), meaning that the higher the training culture, the higher the employee performance. Thus, the tenth hypothesis, which states that training culture has an effect on employee performance at Bank Jatim is acceptable (H_{10} is accepted).
 11. The estimation result of the parameter of the effect of job challenges on employee performance shows the insignificant effect with a CR value of 0.170 (less than 1.96) and a significance value (p -value) of 0.865 (larger than 5%). The resulting effect coefficient is only 0.012, meaning that the higher job challenges are not able to have a real impact on improving employee performance. Thus, the eleventh hypothesis, which states that job challenges affect employee performance at Bank Jatim, cannot be accepted (H_{11} rejected).
 12. The estimation results of the influence of career opportunities on employee performance parameters show a significant effect with a CR value of 2.876 (larger than 1.96) and a significance value (p -value) of 0.000 (less than 5%). The resulting influence coefficient is 0.159 (positive), meaning that the higher the career opportunities, the higher the employee performance. Thus, the twelfth hypothesis, which states that career opportunities have an effect on employee performance at Bank Jatim, can be accepted (H_{12} accepted).
 13. The estimation results of the parameter of the effect of adaptability on employee performance showed a significant effect with a CR value of 2.448 (larger than 1.96) and a significance value (p -value) of 0.014 (less than 5%). The resulting effect coefficient is 0.155 (positive), meaning that the higher the adaptability of the employee, the higher the employee performance. Thus, the thirteenth hypothesis, which states that adaptability affects employee performance at Bank Jatim, is acceptable (H_{13} accepted).
 14. The estimation results of the parameter effect of skill flexibility on employee performance also showed a significant effect with a CR value of 2.278 (larger

than 1.96) and a significance value (*p-value*) of 0.023 (less than 5%). The resulting influence coefficient is 0.165 (positive), meaning that the higher the employee flexibility skills, the higher the employee performance. Thus, the fourteenth hypothesis, which states that skill flexibility affects employee performance at Bank Jatim, is also acceptable (H_{14} accepted).

VII. CONCLUSION

Research variables consist of management support (X_1), training culture (X_2), job challenges (X_3), career opportunities (X_4), adaptability (Z_1), skill flexibility (Z_2), and employee performance (Y). Based on the formulation of the problem, research objectives, literature review, conceptual framework, research methodology, research results, and discussions that have been described in the previous chapter, it can be concluded as follows:

1. Management support has a significant effect on adaptability, the higher management support for employees, the higher the ability of employees to adapt to changing working conditions.
2. Training culture has a significant effect on adaptability, the better the existing training culture in the company, the better the adaptability of employees to changes in working conditions.
3. Job challenges have a significant effect on adaptability. The more employees feel challenged by their work, the better they will be able to adapt to changing working conditions.
4. Career opportunities have no significant effect on adaptability. Higher career opportunities do not have a big impact on the adaptability of employees.
5. Management support has a significant effect on skill flexibility. The higher management support for employees, the more flexible employees will be with new skills that support work.
6. Training culture has a significant effect on skill flexibility. The stronger the training culture in the company will increase the flexibility of employee skills when working in different parts.
7. Job challenges have a significant effect on skill flexibility, the more employees feel challenged by their work, the more flexible they will be with changes faced at work.
8. Career opportunities have a significant effect on skill flexibility. The higher the career opportunities, the more flexible employees can be when placed in different work environments.
9. Management support has no significant effect on employee performance, the higher management

support for employees who are unable to have a real impact on improving performance.

10. Training culture has a significant effect on employee performance, the better the training culture will improve performance.
11. Job challenges have no significant effect on employee performance, the more the employees feel challenged by their work, it does not have a real impact on performance.
12. Career opportunities have a significant effect on employee performance. The higher the career opportunities in the company, the higher the employee's performance.
13. Adaptability has a significant effect on employee performance. Adaptability makes employees more creative at work, so that performance increases.
14. Skill flexibility has a significant effect on employee performance. Flexible employees will easily learn new skills in a short time so that it will have an effect on improving performance.

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3. Do job challenges have a significant effect on the adaptability of Bank Jatim employees in East Java Province?
4. Do career opportunities have a significant effect on the adaptability of Bank Jatim employees in East Java Province?
5. Does management support have a significant effect on the skill flexibility of Bank Jatim employees in East Java Province?
6. Does training culture have a significant effect on the skill flexibility of Bank Jatim employees in East Java Province?
7. Do job challenges have a significant effect on the skill flexibility of Bank Jatim employees in East Java Province?
8. Do career opportunities have a significant effect on the skill flexibility of Bank Jatim employees in East Java Province?
9. Does management support have a significant effect on employee performance of Bank Jatim employees in East Java Province?
10. Does training culture have a significant effect on employee performance of Bank Jatim employees in East Java Province?
11. Do job challenges support have a significant effect on employee performance of Bank Jatim employees in East Java Province?
12. Do career opportunities have a significant effect on employee performance of Bank Jatim employees in East Java Province?
13. Does adaptability have a significant effect on employee performance of Bank Jatim employees in East Java Province?
14. Does skill flexibility have a significant effect on employee performance of Bank Jatim employees in East Java Province?

III. LITERATURE REVIEW

Several topics will be discussed in this article. First is Human Resource Management. Human resource management is a part of management that regulates humans in realizing goals in an optimal, efficient and capable of creating a good work environment in order to increase maximum, efficient and effective work productivity. Hasibuan (2005: 10) explains that human resource management is the Science and Art of regulating the relationship and role of the workforce to be effective and efficient in realizing the goals of the organization, employees and society.

Management support is the extent to which employees believe that management values their contribution and cares about their welfare. Diamantidis and Chatzoglou (2018) found that perceptions of management support are positively related to employee performance; workers who feel that the

organization supports them will cause reciprocity and will improve the organization. Management support measurement tools, according to Parker et al. (2006) and also adopted by Diamantidis and Chatzoglou (2018), are:

1. Encourages us to expect a lot from ourselves
2. Encourages us to set targets for our team performance
3. Encourages us to praise each other for doing a good job
4. Encourages us to be aware of our level of performance

Furthermore, according to Diamantidis and Chatzoglou (2018) in their research, the training culture is a habit that leads to the extent to which companies perceive employee training as a positive factor in improving company performance.

Then, Job Challenges. Hackman and Oldham define the job challenge as the extent to which a job requires a variety of different activities, in carrying out work that involves using several skills and talents from a person. According to Mutia (2014: 11), there are three aspects to the job challenges, namely:

1. Physical, physical aspects include calculating job challenges based on human physical criteria.
2. Mental, the mental aspect is a calculation of job challenges by considering mental (psychological) aspects.
3. The use of time, while the use of time considers more aspects of the use of time for work.

Last, career opportunities, according to VeitzhalRivai (2009: 290) are opportunities given to employees to improve their work abilities in order to achieve their desired career. Some principles need to be considered with career opportunities:

1. The job itself has the greatest influence on career opportunities.
2. The specific job requirements determine the types of new skills that will be required.
3. The development will not occur if a person has not acquired the skills required by a certain position.

IV. RESEARCH METHODOLOGY

The population in this study were all employees of Bank Jatim in East Java Province, as many as 6,473 people (results of the 2019 Bank Jatim annual report). The 6473 employees are located in the four main areas of the Bank Jatim work area in East Java Province which includes the areas of Surabaya, Malang, Kediri and Jember. Furthermore, the minimum number of samples is 376.72 and rounded to 380 samples.

The methods used in this research are survey methods, interviews and case studies (field studies). Moreover, analyze the data using quantitative techniques, namely Structural Equation Modeling (SEM) with the help of software Amos v.24.

V. FINDING

This research was conducted using a quantitative approach, data processing using the SEM method with AMOS v.24. The results of this study justify human resource management theory, especially those related to the concept of management support (X_1), training culture (X_2), job challenges (X_3), career opportunities (X_4), adaptability (Z_1), skill flexibility (Z_2), and employee performance (Y). The results of this study have theoretical implications that:

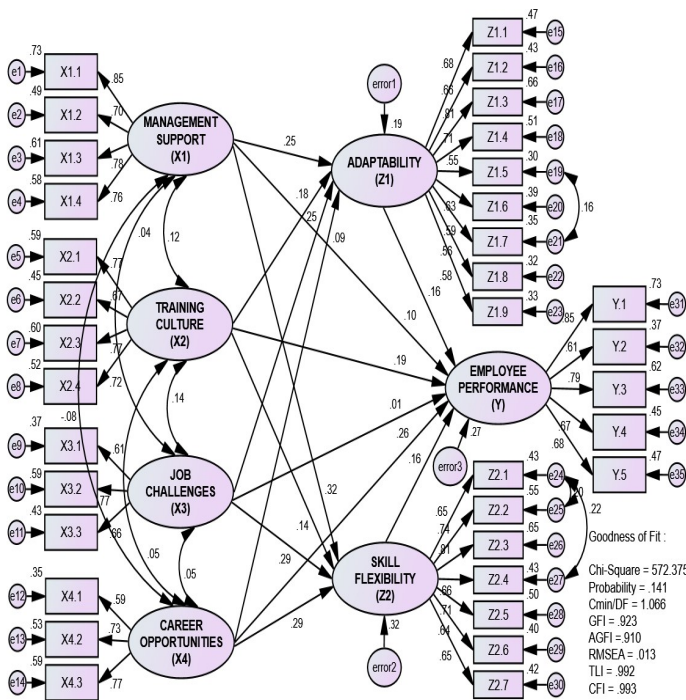
1. Management support has a significant effect on adaptability, skill flexibility and employee performance. This research implies developing the theory of environment-related factors by Diamantidis and Chatzoglou (2018), that management support, training culture, organizational climate, and environmental dynamism are factors related to the performance of aspects of the work environment in an organization.
2. Training culture has a significant effect on adaptability, skill flexibility and employee performance. This research implies developing the theory of environment-related factors by Diamantidis and Chatzoglou (2018), that management support, training culture, organizational climate, and environmental dynamism are factors related to the performance of aspects of the work environment in an organization.
3. Job challenges have a significant effect on adaptability and skill flexibility. This research implies developing the theory of job-related factors by Diamantidis and Chatzoglou (2018), that job environment, job communication, job autonomy, and job challenges are factors related to performance of its own work performance.
4. Career opportunities have a significant effect on skill flexibility and employee performance. This research implies developing career projection theory by Holland (1997), which states that career opportunities will increase individual interaction with the organizational environment so that it can produce characteristics of job choices and work environment adjustments, so the core of this theory is the projection of the individual's personality with their work.
5. Adaptability and flexibility skills have a significant effect on employee performance. This research implies developing the theory of employee-related factors by Diamantidis and Chatzoglou (2018), that adaptability and skill flexibility are factors related to the performance of the personal aspects of employees. In addition to adaptability and skill flexibility, employee-factors include proactive, motivation, commitment, and skill levels.

The results of this study also have empirical implications, especially those related to the influence between insignificant

variables. The results showed that the effect was not significant, namely management support and job challenges on employee performance, as well as career opportunity on adaptability. The results also show that management support, job challenges and career opportunities have a major influence on flexibility skill, as well as management support and job challenges have a major influence on adaptability.

VI. HYPOTHESIS TESTING

To determine whether there is an effect of exogenous variables on endogenous variables and endogenous variables on endogenous variables, a provision is used if the calculated CR value > 1.96 or the significance value < 0.05, then it is decided that there is a significant influence between these variables. Following are the results of hypothesis testing using standardized regression weight structural equation modelling modified by SEM:



Hip	Hubungan Kausalitas	Std. Estimasi	C.R.	P value	Ket
	(X ₁) → (Z ₂)				
H ₆	Training Culture (X ₂) → Skill Flexibility (Z ₂)	0,144	2,538	0,011	s
H ₇	Job Challenges (X ₃) → Skill Flexibility (Z ₂)	0,287	4,395	0,000	s
H ₈	Career opportunities (X ₄) → Skill Flexibility (Z ₂)	0,286	4,500	0,000	s
H ₉	Management Support (X ₁) → Employee Performance (Y)	0,104	1,637	0,102	ts
H ₁₀	Training Culture (X ₂) → Employee Performance (Y)	0,190	3,205	0,001	s
H ₁₁	Job Challenges (X ₃) → Employee Performance (Y)	0,012	0,170	0,865	ts
H ₁₂	Career opportunities (X ₄) → Employee Performance (Y)	0,159	2,876	0,000	s
H ₁₃	Adaptability (Z ₁) → Employee Performance (Y)	0,155	2,448	0,014	s
H ₁₄	Skill Flexibility (Z ₂) → Employee Performance (Y)	0,165	2,278	0,023	s

Keterangan: s (signifikan); ts (tidak signifikan)

Based on the table above, it can be explained as follows:

- The estimation results of the parameter of the influence of management support on adaptability show a significant effect with a CR value of 4.272 (larger than 1.96) and a significance value (*p-value*) of 0.000 (less than 5%). The coefficient result effect is 0.248 (positive), meaning that the higher the management support, the higher the adaptability. Thus, the first hypothesis which states that management support affects the adaptability of Bank Jatim employees is acceptable (H₁ accepted).
- The estimation results of the parameters of the influence of training culture on adaptability also showed a significant effect with a CR value of 3.046 (larger than 1.96) and a significance value (*p-value*) of 0.002 (less than 5%). The coefficient result effect is 0.180 (positive), meaning that the higher the training culture, the higher the adaptability. Thus, the second hypothesis, which states that training culture affects the adaptability of Bank Jatim employees is also acceptable (H₂ is accepted).
- The estimation result of the parameter of the effect of job challenges on adaptability also shows a significant effect with a CR value of 3.819 (larger than 1.96) and a significance value (*p-value*) of 0.000 (less than 5%). The resulting effect coefficient is 0.249 (positive), meaning that the higher the job challenges, the higher the adaptability. Thus, the third hypothesis, which states that job challenges

Hip	Hubungan Kausalitas	Std. Estimasi	C.R.	P value	Ket
H ₁	Management Support (X ₁) → Adaptability (Z ₁)	0,248	4,272	0,000	s
H ₂	Training Culture (X ₂) → Adaptability (Z ₁)	0,180	3,046	0,002	s
H ₃	Job Challenges (X ₃) → Adaptability (Z ₁)	0,249	3,819	0,000	s
H ₄	Career opportunities (X ₄) → Adaptability (Z ₁)	0,090	1,506	0,132	ts
H ₅	Management Support → Skill Flexibility	0,324	5,599	0,000	s

- affect the adaptability of Bank Jatim employees, is also acceptable (H_3 accepted).
4. The estimation results of the career opportunities influence parameters on adaptability show an insignificant effect with a CR value of 1.506 (less than 1.96) and a significance value (*p-value*) of 0.132 (greater than 5%). The resulting effect coefficient is only 0.090, meaning that higher career opportunities are not able to provide a real impact on improving employee adaptability. Thus, the fourth hypothesis, which states that career opportunities affect the adaptability of Bank Jatim employees, cannot be accepted (H_4 is rejected).
 5. The estimation results of the parameter of the influence of management support on skill flexibility show a significant effect with a CR value of 5,599 (larger than 1.96) and a significance value (*p-value*) of 0,000 (less than 5%). The resulting influence coefficient is 0.324 (positive), meaning that the higher the management support, the higher the flexibility skills. Thus, the fifth hypothesis, which states that management support affects the flexibility skills of Bank Jatim employees is acceptable (H_5 accepted).
 6. The estimation results of the influence of training culture parameters on flexibility skills also show a significant effect with a CR value of 2.538 (larger than 1.96) and a significance value (*p-value*) of 0.011 (less than 5%). The resulting influence coefficient is 0.144 (positive), meaning that the higher the training culture, the higher the flexibility skills. Thus, the sixth hypothesis, which states that culture training affects the flexibility skills of Bank Jatim employees, is also acceptable (H_6 accepted).
 7. The estimation result of the parameter of the effect of job challenges on flexibility skill also shows a significant effect with a CR value of 4.395 (larger than 1.96) and a significance value (*p-value*) of 0.000 (less than 5%). The resulting influence coefficient is 0.287 (positive), meaning that the higher the job challenges, the higher the flexibility skills. Thus, the seventh hypothesis, which states that job challenges affect the flexibility skills of Bank Jatim employees, is also acceptable (H_7 accepted).
 8. The estimation results of the parameters of the influence of career opportunities on skill flexibility also show a significant effect with a CR value of 4.500 (larger than 1.96) and a significance value (*p-value*) of 0.000 (less than 5%). The resulting influence coefficient is 0.286 (positive), meaning that the higher the career opportunities, the higher the flexibility skill. Thus, the eighth hypothesis, which states that career opportunities affect the flexibility skills of Bank Jatim employees, can also be accepted (H_8 accepted).
 9. The estimation result of the parameter of the influence of management support on employee performance shows an insignificant effect with a CR value of 1.637 (less than 1.96) and a significance value (*p-value*) of 0.102 (greater than 5%). The resulting coefficient of influence is only 0.104, meaning that higher management support is not able to have a real impact on improving employee performance. Thus, the ninth hypothesis, which states that management support affects employee performance at Bank Jatim, cannot be accepted (H_9 accepted).
 10. The estimation results of the parameter of the influence of training culture on employee performance show a significant effect with a CR value of 3.205 (larger than 1.96) and a significance value (*p-value*) of 0.001 (less than 5%). The resulting coefficient of influence is 0.190 (positive), meaning that the higher the training culture, the higher the employee performance. Thus, the tenth hypothesis, which states that training culture has an effect on employee performance at Bank Jatim is acceptable (H_{10} is accepted).
 11. The estimation result of the parameter of the effect of job challenges on employee performance shows the insignificant effect with a CR value of 0.170 (less than 1.96) and a significance value (*p-value*) of 0.865 (larger than 5%). The resulting effect coefficient is only 0.012, meaning that the higher job challenges are not able to have a real impact on improving employee performance. Thus, the eleventh hypothesis, which states that job challenges affect employee performance at Bank Jatim, cannot be accepted (H_{11} rejected).
 12. The estimation results of the influence of career opportunities on employee performance parameters show a significant effect with a CR value of 2.876 (larger than 1.96) and a significance value (*p-value*) of 0.000 (less than 5%). The resulting influence coefficient is 0.159 (positive), meaning that the higher the career opportunities, the higher the employee performance. Thus, the twelfth hypothesis, which states that career opportunities have an effect on employee performance at Bank Jatim, can be accepted (H_{12} accepted).
 13. The estimation results of the parameter of the effect of adaptability on employee performance showed a significant effect with a CR value of 2.448 (larger than 1.96) and a significance value (*p-value*) of 0.014 (less than 5%). The resulting effect coefficient is 0.155 (positive), meaning that the higher the adaptability of the employee, the higher the employee performance. Thus, the thirteenth hypothesis, which states that adaptability affects employee performance at Bank Jatim, is acceptable (H_{13} accepted).
 14. The estimation results of the parameter effect of skill flexibility on employee performance also showed a significant effect with a CR value of 2.278 (larger

than 1.96) and a significance value (*p-value*) of 0.023 (less than 5%). The resulting influence coefficient is 0.165 (positive), meaning that the higher the employee flexibility skills, the higher the employee performance. Thus, the fourteenth hypothesis, which states that skill flexibility affects employee performance at Bank Jatim, is also acceptable (H_{14} accepted).

VII. CONCLUSION

Research variables consist of management support (X_1), training culture (X_2), job challenges (X_3), career opportunities (X_4), adaptability (Z_1), skill flexibility (Z_2), and employee performance (Y). Based on the formulation of the problem, research objectives, literature review, conceptual framework, research methodology, research results, and discussions that have been described in the previous chapter, it can be concluded as follows:

1. Management support has a significant effect on adaptability, the higher management support for employees, the higher the ability of employees to adapt to changing working conditions.
2. Training culture has a significant effect on adaptability, the better the existing training culture in the company, the better the adaptability of employees to changes in working conditions.
3. Job challenges have a significant effect on adaptability. The more employees feel challenged by their work, the better they will be able to adapt to changing working conditions.
4. Career opportunities have no significant effect on adaptability. Higher career opportunities do not have a big impact on the adaptability of employees.
5. Management support has a significant effect on skill flexibility. The higher management support for employees, the more flexible employees will be with new skills that support work.
6. Training culture has a significant effect on skill flexibility. The stronger the training culture in the company will increase the flexibility of employee skills when working in different parts.
7. Job challenges have a significant effect on skill flexibility, the more employees feel challenged by their work, the more flexible they will be with changes faced at work.
8. Career opportunities have a significant effect on skill flexibility. The higher the career opportunities, the more flexible employees can be when placed in different work environments.
9. Management support has no significant effect on employee performance, the higher management

support for employees who are unable to have a real impact on improving performance.

10. Training culture has a significant effect on employee performance, the better the training culture will improve performance.
11. Job challenges have no significant effect on employee performance, the more the employees feel challenged by their work, it does not have a real impact on performance.
12. Career opportunities have a significant effect on employee performance. The higher the career opportunities in the company, the higher the employee's performance.
13. Adaptability has a significant effect on employee performance. Adaptability makes employees more creative at work, so that performance increases.
14. Skill flexibility has a significant effect on employee performance. Flexible employees will easily learn new skills in a short time so that it will have an effect on improving performance.

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