

The Influence of Organizational Flexibility, Competence and Digital Transformation on Employee Performance with Training and Management Support as Mediators**Yulia Rachma Wijayanti, Luqman Hakim, Irwan Prayitno**

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E-mail: 2303060002.yuliarachmawijayanti@student.umj.ac.id**Abstract**

This study aims to analyze the influence of organizational flexibility, competency, and digital transformation on employee performance, with training and management support acting as mediators. The research method used is an explanatory survey, a causality study aimed at explaining the cause-and-effect relationships between several concepts or variables. The research subjects are organizational flexibility, competency, digital transformation, training, management support, and employee performance. The subjects of the study were 207 employees of Yarsi Hospital and RSGM in Central Jakarta. The results showed that organizational flexibility had a positive effect on employee performance, organizational flexibility did not have a positive and significant effect on employee training, competence had a positive effect on employee performance, Competence had a positive and significant effect on employee training, competence had a positive and significant effect on management support, digital transformation had a positive and significant effect on employee performance, digital transformation had a positive and significant effect on employee training, digital transformation had a positive and significant effect on management support, training had a positive and significant effect on employee performance, Training was able to mediate positively and significantly the effect of digital transformation on employee performance, training was not able to mediate the effect of organizational flexibility on employee performance, training was able to mediate positively and significantly the effect of competence on employee performance, management support had a positive and significant effect on employee performance, management support was able to mediate positively and significantly the effect of digital transformation on employee performance, management support was able to mediate positively and significantly the effect of organizational flexibility on employee performance and Management support was able to mediate positively and significantly the effect of competence on employee performance.

Keywords: Organizational Flexibility, Competence, Digital Transformation, Training, Management Support, Employee Performance.**INTRODUCTION**

Human resources are strategic assets that play a crucial role in determining organizational success. Kostić (2023) explains that human resources play a crucial role in ensuring the delivery of quality healthcare services, patient satisfaction, and the efficiency of healthcare organization functions. HR is no longer viewed solely as an administrative factor, but as human capital that possesses strategic value through knowledge, skills, innovation, and adaptability to organizational change. Organizational excellence in the modern era is no longer solely determined by the ownership of capital, technology, or infrastructure, but also by the quality of its human resources. Competent, adaptive, and effective employees are key factors determining an organization's ability to navigate increasingly dynamic environmental changes (Febriani et al., 2025). Therefore, human resource management is a crucial aspect in many modern organizations, including healthcare organizations (Leslie et al., 2025).

In Indonesia, the development of healthcare services is also marked by the increasing public demand for healthcare services that are not only medically high quality but also in line with the values and beliefs held by the community (Norfatimah & Yudianto, 2025). This demand, as Astiwaru (2024) notes, reflects the integration of physical and spiritual needs in the medical experience, while simultaneously encouraging the emergence of a more ethical, holistic, and values-based healthcare model. This situation has encouraged the development of Sharia-compliant healthcare facilities that integrate modern healthcare principles with Islamic values. Sharia hospitals, as healthcare facilities, exist as an alternative healthcare service that is not only oriented towards curative and preventive aspects, but also considers spiritual, ethical, and cultural aspects in the hospital service process (Gayatri et al., 2024; Mohidem & Hashim, 2023; Rahman, 2024).

Sharia hospitals, as healthcare facilities, have distinct characteristics compared to conventional hospitals. In addition to being required to provide quality medical services in accordance with national health standards, Sharia hospitals are also obligated to apply Sharia principles throughout the entire service process (Ruliyandari, 2020). These principles include the application of Islamic service ethics, protection of patient rights, provision of services in accordance with Sharia provisions, and the establishment of an organizational culture based on Islamic values. Therefore, Sharia hospitals face more complex challenges, as they must maintain a balance between achieving organizational goals, improving service quality, and consistently implementing Sharia values (Saiadah, 2022).

One factor that plays a crucial role in addressing environmental change is organizational flexibility. Organizational flexibility is the ability of an organization to adapt its structure, processes, work systems, and resources to address environmental changes quickly and effectively (Pudjiarti & Putranti, 2020). According to Guodong (2021), a flexible organization is able to quickly adapt its structure, procedures, and resources to address environmental changes. In the context of Islamic hospitals, organizational flexibility is necessary not only to address regulatory and technological changes but also to ensure that the adaptation process remains aligned with the Islamic values that underpin service delivery.

In addition to organizational flexibility, human resource competency is also a crucial factor in determining the success of a healthcare organization. Spencer and Spencer (2003) explain that competency is a fundamental individual characteristic encompassing knowledge, skills, abilities, and attitudes related to effective job performance. In healthcare organizations, competency is a crucial element because the quality of care provided to patients depends heavily on the ability of healthcare workers to carry out their duties and responsibilities.

In addition to competency, digital transformation is also a crucial factor influencing the development of modern healthcare organizations. Digital transformation has become a global strategic agenda, driving changes in healthcare systems through the use of information and communication technology. The development of artificial intelligence, big data, the Internet of Things (IoT), cloud computing, telemedicine, and various other digital innovations have transformed the way healthcare organizations provide services to the public. The WHO (2021) emphasizes that healthcare digitalization is a crucial instrument for improving ease of access, supporting equity, quality of service, efficiency, and continuity in providing high-quality, affordable, and equitable healthcare services. Sulistiadi et al. (2025) explain that Islamic hospitals require organizational and human resource readiness that is not only digitally competent but also capable of maintaining the quality of Islamic services amidst technological disruption.

In order to support improvement ability source Power man in face change said, training be one of instrument very important strategic. Jackson et al. (2018) explains training is a process that has been planned in change attitude, knowledge or behavior that produces results skill with experience to achieve effective performance, training beneficial in develop ability individuals and organizations in the future come. With Thus, training functioning as means for increase knowledge, skills, and abilities employee so that capable carry out work in a way more effective. In context digital transformation and service health sharia- based training required for increase digital competence at the same time strengthen understanding employee to standard sharia services.

Besides training, success organization in face changes are also greatly influenced by support management. Cahyono et al., (2020) explain support management as level support that is general provided by management peak in something organization. On the other hand this support management reflect to what extent is the leadership organization give commitment, direction, resources power and attention to various change programs implemented. Support it is very necessary for create environment conducive work, improving motivation employees, as well as strengthen success implementation various policy organization. However Thus, the results observation show that support management towards the digital adaptation process and development source Power man Still need reinforced, especially in aspect communication change, mentoring implementation, and provision even support across all work units.

Based on the research background, the problem formulation in this study focuses on analyzing the influence of organizational flexibility, competency, and digital transformation on employee performance at a Sharia Advanced Referral Healthcare Facility located in Central Jakarta. More specifically, this study aims to determine whether organizational flexibility affects employee performance, employee training, and management support. In addition, this study also examines whether competency affects employee performance, employee training, and management support. Furthermore, this study analyzes whether digital transformation impacts employee performance, employee training, and management support. This study also aims to determine the effect of training on employee performance and the effect of management support on employee performance. In addition to examining the direct inter-variable effects, this study also examines the mediating role of training in the relationship between organizational flexibility, competency, and digital transformation on employee performance. In addition, this study analyzes the mediating role of management support in the relationship between organizational flexibility, competency, and digital transformation on employee performance at a Sharia Advanced Referral Healthcare Facility located in Central Jakarta.

METHOD

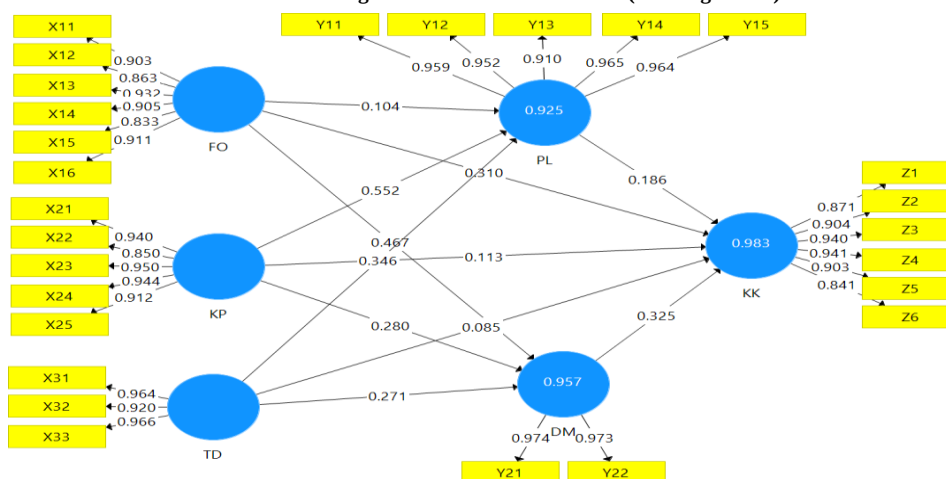
This study employed a quantitative approach, employing a questionnaire as the primary data collection instrument. Churchill & Iacobucci (2005) state that research design is a framework or plan for research, used as a guide for collecting and analyzing data. The method used in this study was a survey with descriptive explanations and associative research techniques. Associative research aims to determine the influence or relationship between two or more variables. The purpose of this study was to explore the relationship between one variable and another. This study consists of several variables, which can be explained as follows: The dependent variable, namely employee performance (Z), is influenced by the independent variables (independent variables), namely organizational flexibility (X1), competence (X2), digital transformation (X3), and training (Y1), with management support (Y2) as a mediating variable. In this case, the employee performance variable is the dependent variable on X1, X2, and X3. This research will be implemented at Yarsi General Hospital and Yarsi RSEM Hospital, both advanced referral facilities located in Central Jakarta. The target population is a collection of elements or objects sought by the researcher and from which conclusions will be drawn (Malhotra, 2014). The population in this study was 430 employees of Sharia-based Advanced Referral Healthcare Facilities (FKRTL) in Central Jakarta, namely Yarsi Hospital and Yarsi RSGM. The sample was taken using Proportionate Random Sampling, a technique used when the population is heterogeneous and its members/elements are proportionally stratified (Sugiyono, 2019). The calculation resulted in a total of 207 individuals as samples.

Data collection was conducted through a survey using a questionnaire. Data collected in this study used structured questions through the questionnaire method by respondents. The evaluation scale for respondents' answers (questionnaires) was conducted using a five-point Multiple Rating List Scale (Cooper & Schindler, 2014). To analyze and interpret the data processing results, quantitative analysis was used, consisting of descriptive analysis and analytical verification. The approach used was a structural equation model to test the associative hypothesis. The reasons for using SEM are: being able to test complex and multilevel hypotheses simultaneously, being able to analyze recursive relationship models simultaneously, where these models cannot be solved by simultaneous linear regression analysis and also with SEM, researchers can easily modify second-order models to improve existing models to be more statistically valuable. The use of SEM can perform serial relationship analysis simultaneously thus providing statistical efficiency (Hair et al., 2017).

RESULTS AND DISCUSSION

The data analysis technique in testing the hypothesis in this study used SEM with the Partial Least Square (PLS) approach. The analysis stages carried out in PLS are based on two types of models formed, namely the measurement model (outer model) and the structural model (inner model). The measurement model provides an explanation of the proportion of variance of each manifest variable (indicator) that can be explained in the latent variable. Through this measurement model, it can be determined which indicator is more dominant in the formation of the latent variable. After the measurement model for each latent variable is explained, the next step is the structural model which will be explained by studying the influence of each independent latent variable on the dependent latent variable. Based on the PLS method, a Complete Structural Model path diagram is obtained as seen in Figure 1. In Figure 1, it can be seen that the yellow box indicates each indicator and the blue circle indicates the latent variable. An indicator is said to be valid if its weighting factor is greater than 0.50.

Figure 1 Full Structural Model (PLS Algorithm)



Measurement Model Analysis (Outer Model)

a. Convergent Validity:

As for the results testing of loading factors and convergent validity can be seen in the table under This.

Table 1. Results Test Outer Dimension Loading

Variables Latent	Dimensions	Loading Factor	Standard	Information
Organizational Flexibility(X1)	X11	0.903	>0.5	Valid
	X12	0.863	>0.5	Valid
	X13	0.932	>0.5	Valid
	X14	0.905	>0.5	Valid
	X15	0.833	>0.5	Valid
	X16	0.911	>0.5	Valid
Competence (X2)	X21	0.940	>0.5	Valid
	X22	0.850	>0.5	Valid
	X23	0.950	>0.5	Valid
	X24	0.944	>0.5	Valid
	X25	0.912	>0.5	Valid
Digital Transformation(X3)	X31	0.964	>0.5	Valid
	X32	0.920	>0.5	Valid
	X33	0.966	>0.5	Valid
Training(Y1)	Y11	0.959	>0.5	Valid
	Y12	0.952	>0.5	Valid
	Y13	0.910	>0.5	Valid
	Y14	0.965	>0.5	Valid
	Y15	0.964	>0.5	Valid
Management Support (Y2)	Y21	0.974	>0.5	Valid
	Y22	0.973	>0.5	Valid
Performance Employee (Z)	Z1	0.871	>0.5	Valid
	Z2	0.904	>0.5	Valid
	Z3	0.940	>0.5	Valid
	Z4	0.941	>0.5	Valid
	Z5	0.903	>0.5	Valid
	Z6	0.841	>0.5	Valid

Source : Data Which processed (2026)

Based on the data above, the loading factor values for the dimensions of organizational flexibility, competence, digital transformation, training, management support, and employee performance are >0.5, indicating that all dimensions are valid. Furthermore, the AVE (Average Variance Extracted) value, or convergent validity, can be seen in the table below.

Table 2. Results Test AVE (Average Variance Extracted) or Convergent Validity

Variables Latent	Average Variance Extracted (AVE)
Flexibility Organization (X1)	0.795
Competence (X2)	0.846
Transformation Digital (X3)	0.903
Training (Y1)	0.903
Support Management (Y2)	0.948
Performance Employee (Z)	0.811

Source: Processed data (2026)

In the table above, the AVE values of the five latent variable constructs have good validity because the AVE value is > 0.5, which means that the information contained in each latent variable can be reflected in its manifest variable.

b. Cronbach Alpha and Composite Reliability

Following This served Cronbach Alpha and Composite Reliability test results for each variables study

Table 3. Cronbach Alpha and Composite Reliability Test Results

Latent Variables	Cronbach Alpha	Composite Reliability	Standard	Information
Organizational Flexibility (X1)	0.948	0.959	>0.7	Reliable
Competence (X2)	0.954	0.965	>0.7	Reliable
Digital Transformation (X3)	0.946	0.965	>0.7	Reliable
Training (Y1)	0.973	0.979	>0.7	Reliable
Management Support (Y2)	0.945	0.973	>0.7	Reliable
Employee Performance (Z)	0.953	0.963	>0.7	Reliable

Source: Processed data (2026)

The table above shows that the Cronbach's Alpha and Composite Reliability test results are reliable, with all variables having values >0.7. Thus, the measurement model has good reliability. Next, we will present the measurement models for each variable used in this study.

Structural Model Analysis (Inner Model)

a. Coefficient Determination /R-Square (R2)

Influence variables dependent can be displayed by the R-Square value. The following This is acquisition R-Square value as following:

Table 4 R Square Results

Variables	R-Square
Training	0.925
Support Management	0.957
Employee performance	0.983

Source: Data processed by researchers (2026)

The table above shows the coefficient of determination (R-Square) value where it can be seen in the first sub-structure the R-Square value of the training variable is 0.925 which indicates that the training variable can be explained by 92.5% by the variables and organizational flexibility, competence and digital transformation. In the second sub-structure the R-Square value of the management support variable is 0.957 which indicates that the management support variable can be explained by 95.7% by the variables of organizational flexibility, competence and digital transformation. Furthermore, in the third sub-structure the R-Square value of the employee performance variable is 0.983 which indicates that the employee performance variable can be explained by 98.3% by the variables of organizational flexibility, competence, digital transformation, training and management support.

b. Predictive Relevance (Q2)

Q2 for measure how much good mark observation generated by the model and also the estimation parameters. The value of Q2 has the same meaning with coefficient determination in analysis regression, and increasingly height of R Square, then the model can it is said increasingly fit with the data. For count the value of Q2 then used formula as following:

$$\begin{aligned}
 Q2 &= 1 - (1 - R^2_{11}) \times (1 - R^2_{22}) \times (1 - R^2_{33}) \\
 Q2 &= 1 - (1 - 0.925) \times (1 - 0.957) \times (1 - 0.983) \\
 &= 1 - 0.075 \times 0.043 \times 0.017 \\
 &= 1 - 0.000054825 \\
 &= 0.99
 \end{aligned}$$

From the results calculation known Q2 value of 0.99 means size diversity from research data that can be explained by the structural model developed in study This is by 99%. Based on results in this case, the value of Q2 > 0 indicates that the model has strong predictive relevance.

Hypothesis Testing:Following This is results Calculation of p - value and t-value in the research shown in the table below This

Table 5 Hypothesis Testing Results

Variables	T-Value	P-Value	Decision
FO → KK	8.349	0.000	Accepted
FO → PL	1.470	0.142	Rejected
FO → DM	9.021	0.000	Accepted
KP → KK	3.614	0.000	Accepted
KP → PL	9.369	0.000	Accepted
KP → DM	6.065	0.000	Accepted
TD → KK	3.485	0.000	Accepted
TD → PL	8.676	0.000	Accepted
TD → DM	8.984	0.000	Accepted
PL → KK	3.072	0.002	Accepted
DM → KK	4.795	0.000	Accepted
PL → FO → KK	1.183	0.234	Rejected
PL → KP → KK	3.278	0.002	Accepted
PL → TD → KK	3.039	0.003	Accepted
DM → FO → KK	4.742	0.000	Accepted
DM → KP → KK	3.412	0.001	Accepted
DM → TD → KK	4.007	0.000	Accepted

Test results hypothesis shows that flexibility organization influential positive and significant to performance employee with the t-statistic value is $8.349 > 1.96$ and the p-value is $0.000 < 0.05$. Flexibility organizations also have an influence positive and significant to support management ($t = 9.021 > 1.96$; $p = 0.000 < 0.05$). On the other hand, flexibility organization No influential significant to training Because The t-statistic value is $1.470 < 1.96$ and the p-value is $0.142 > 0.05$. Findings This show that improvement flexibility organization capable increase performance employees and support management, but not yet capable increase implementation training in a way significant. Variable competence proven influential positive and significant to performance employees ($t = 3.614 > 1.96$; $p = 0.000 < 0.05$), training ($t = 9.369 > 1.96$; $p = 0.000 < 0.05$), and support management ($t = 6.065 > 1.96$; $p = 0.000 < 0.05$). Similarly, digital transformation has an impact positive and significant to performance employees ($t = 3.485 > 1.96$; $p = 0.000 < 0.05$), training ($t = 8.676 > 1.96$; $p = 0.000 < 0.05$), and support management ($t = 8.984 > 1.96$; $p = 0.000 < 0.05$). These results indicates that improvement competence and application digital transformation contributes in strengthen training, support management, as well as increase performance employee.

Testing to variables mediation show that training influential positive and significant to performance employees ($t = 3.072 > 1.96$; $p = 0.000 < 0.05$), as well as support management which also has an influence positive and significant to performance employees ($t = 4.795 > 1.96$; $p = 0.000 < 0.05$). Findings This confirm that training and support management is factor important that in direct contribute to improvement performance employees at Advanced Referral Health Facilities Sharia- based in Central Jakarta. Analysis results effect mediation shows that training No mediate influence flexibility organization to performance employee Because The t-statistic value is $1.183 < 1.96$ and the p-value is $0.237 > 0.05$. On the other hand, training capable mediate influence competence ($t = 3.278 > 1.96$; $p = 0.002 < 0.05$) and digital transformation ($t = 3.039 > 1.96$; $p = 0.003 < 0.05$) towards performance employees. In addition, support management proven mediate influence flexibility organization ($t = 4.742 > 1.96$; $p = 0.000 < 0.05$), competence ($t = 3.412 > 1.96$; $p = 0.001 < 0.05$), and digital transformation ($t = 4.007 > 1.96$; $p = 0.000 < 0.05$) towards performance employees. These results show that support management is a more effective mediator consistent compared to training in strengthen influence flexibility organization, competency, and digital transformation towards performance employee.

Discussion

1. Organizational flexibility has a positive effect on employee performance

The hypothesis test results regarding the effect of organizational flexibility on employee performance are positive. Therefore, the better the organizational flexibility, the higher the employee performance. Organizational flexibility has been shown to have a positive effect on employee performance. This indicates that the higher the level of flexibility within an organization, both in terms of work policies, structures, and decision-making processes, the higher the employee performance. Flexibility allows employees to adapt to changes in the work environment, manage their time more effectively, and increase creativity and innovation in completing tasks. Furthermore, flexible organizations tend to provide space for employees to actively participate, take initiative, and develop their potential. This condition creates a work environment that is more adaptive and responsive to business dynamics, thus encouraging increased productivity and work quality. Therefore, organizational flexibility is an important factor in improving employee performance sustainably. Several studies have shown that organizational flexibility affects employee performance, such as those from Lawrence-Chuku (2022). This explains that organizational flexibility has a positive impact on employee performance. Therefore, based on the description of the effect of organizational flexibility on employee performance.

2. Flexibility organization influential to training employee

The results of the hypothesis testing on the effect of organizational flexibility on employee performance were negative. Thus, the greater the organization's flexibility, the lower its employee performance. This finding suggests that the level of flexibility in organizational structure, processes, and policies does not directly drive increased employee training activities. In theory, organizational flexibility is a company's ability to adapt to a changing environment through adjustments to strategy, structure, and work practices. According to the Human Resource Management study, employee training is more influenced by competency needs, HR development strategies, and organizational learning policy investments, rather than solely by organizational flexibility. In other words, a flexible organization certainly does not have a high commitment to training programs if it is not supported by systematic human resource development planning. Previous research supports this finding. A study by Rosyidah & Nurfadilla (2024) found that training investment is part of a strategic HR practice system that impacts performance, but is not always directly correlated with organizational flexibility.

3. Organizational flexibility has a positive effect on management support

The results of the hypothesis test regarding the effect of organizational flexibility on management support were positive. Therefore, the better the organizational flexibility, the greater the management support. From a Human Resource Management perspective, organizational flexibility reflects a company's ability to adapt its structure, policies, and work practices adaptively. Flexible organizations tend to have more open, responsive, and participatory leadership patterns, thus encouraging management to provide greater support, whether in the form of work facilitation, communication, or inclusive decision-making. Several previous studies support this finding. A study by David J. Teece (2007) emphasized that adaptive and flexible organizations require strong managerial support to ensure optimal transformation processes. This support includes providing resources, employee development, and creating a conducive work environment. Flexible organizational practices tend to be accompanied by an increased role of management in providing direction, motivation, and support to employees. This is because flexibility often demands changes in work roles, thus requiring more intense management involvement.

4. Competence has a positive effect on employee performance

The results of the hypothesis testing regarding the influence of competence on employee performance were positive. Therefore, the better the competence, the higher the employee performance. Employee competence is crucial for improving employee performance. With competence that is appropriate to their field, employees will achieve the performance expected by the organization. If an employee has high competence, they will be motivated to do their work, which will ultimately improve their performance. Likewise, if an employee has high motivation in their work, they will gain experience in their work, which will ultimately increase their competence in that job. Several research results support that professional competence influences employee performance. Research by Krisnawati (2017) states that motivation, competence, and individual characteristics have an influence on organizational performance. This is in line with what was stated by Abdullah (2017) who stated that leadership competence has an influence on improving organizational performance.

5. Competence has a positive effect on employee training

The results of the hypothesis test regarding the effect of competency on training were positive. Therefore, improved competency results in increased training. Competency has a significant influence on training. Competency-based training helps employees develop new skills and knowledge, enhances their ability to complete tasks, and ultimately improves performance. Conversely, effective training can improve employee competency. Previous research by Astarina (2022) showed that competency influences training. Therefore, competency and training are closely related and influence each other. Competency forms the basis for developing effective training programs, while effective training can improve employee competency. Therefore, companies need to simultaneously consider both aspects to achieve optimal performance.

6. Competence has a positive effect on management support

The results of the hypothesis testing regarding the effect of competence on management support were positive. Therefore, the better the competence, the greater the management support. From a Human Resource Management perspective, competence is viewed as a combination of knowledge, skills, and abilities that form the basis of superior performance. Organizations tend to provide greater support to employees with high competence because they contribute significantly to achieving organizational goals. This is in line with the Resource-Based View, which emphasizes that competent human resources are valuable, rare, and difficult to imitate strategic assets. Previous research supports this finding. A study by Susanti & Kuntadi (2025) showed that individuals with high levels of competence tend to receive greater attention from the organization in the form of support and development.

7. Digital transformation has a positive impact on employee performance

The results of the hypothesis testing regarding the effect of digital transformation on employee performance are positive. Therefore, the better the digital transformation, the better employee performance. The results of the study indicate that digital transformation has a positive and significant effect on employee performance. This finding indicates that the application of digital technology in work processes can increase employee efficiency, effectiveness, and productivity in completing their tasks. From a Human Resource Management perspective, digital transformation is the integration of information technology into organizational activities to improve work quality and individual performance. Digitalization of work processes enables automation, faster data processing, and increased accuracy in decision-making. Previous research empirically supports this finding. A study by Cahyani et al. (2025) shows that digital transformation and the widespread use of information technology contribute significantly to increased workforce productivity through automation and optimization of business processes.

8. Digital transformation has a positive impact on employee training

The results of the hypothesis testing on the effect of organizational flexibility on employee performance were negative. Thus, the greater the organizational flexibility, the lower the employee performance. This finding suggests that the level of flexibility in organizational structure, processes, and policies does not directly drive increased employee training activities. In theory, organizational flexibility is a company's ability to adapt to a changing environment through adjustments to strategy, structure, and work practices. According to a study in Human Resource Management, employee training is more influenced by competency needs, HR development strategies, and investments in organizational learning policies, rather than solely by organizational flexibility. In other words, a flexible organization will certainly not have a high commitment to training programs if it is not supported by systematic human resource development planning. Previous research supports this finding. A study by Rosyidah & Nurfadilla (2024) found that training investment is part of a strategic HR practice system that impacts performance, but is not always directly correlated with organizational flexibility.

9. Digital transformation has an impact positive to support management

Test Results hypothesis about influence digital transformation towards support management is positive. With thus so the more Good digital transformation then support management the more increased. In perspective Management Human Resources, digital transformation is not only related with adoption technology, but also change in system work, culture organization and management source Power human beings. Therefore that, role management become very important in give support in the form of directions strategic, provision source power, as well as facilitation adaptation employee to changes in Technology Acceptance Model framework, support management is factor external influences reception technology by employees. Support the can in the form of training, supportive policies use technology, as well as creation environment conducive work environment. Research by Gerald C. Kane (2017) found that that successful organization in digital transformation is characterized by the involvement of active management in support use technology as well as push digital culture.

10. Training influential positive to performance employee

Test Results hypothesis about influence training to performance employee is positive. With thus so the more Lots training so performance employee increased. In perspective Management Human Resources, training is one of the function main in development source Power purposeful human being For increase knowledge, skills, and abilities employees. Training designed in a way systematic capable increase competence individual so that impact directly on the increase productivity and quality work. This is in line with Human Capital Theory which states that investment in training will increase quality of human capital, which ultimately contribute to the improvement performance individuals and organizations. A number of study previously support findings This. A study by Rahmah et al. (2023) shows that training is form capable investment increase productivity power Work.

11. Support management influential positive to performance employee

Test Results hypothesis about influence support management to performance employee is positive. In perspective Management Human Resources, support management reflect to what extent the organization through leadership give attention, facilitation, and source power required employee For Work optimally. Support the can in the form of clear direction, effective communication, giving motivation, as well as provision environment conducive work environment. This is in line with Perceived Organizational Support stating that when employee feel supported by the organization, they will show attitude positive like improvement commitment, satisfaction work and performance. Support management become signal that organization value contribution employees and care to welfare they. A number of study previously support findings This. A study by Basri & Aarsal (2023) shows that support perceived organization own connection positive with performance employee.

12. Training mediate influence flexibility organization to performance employee

The hypothesis of the test results regarding the effect of organizational flexibility on employee performance through training is negative. Therefore, the better the organizational flexibility, the more employee performance will improve with good training. From a Human Resource Management perspective, organizational flexibility focuses more on the ability to adapt to change through adjustments to organizational structures, work systems, and policies. Flexibility often manifests itself in the form of work autonomy, rapid decision-making, and dynamic work arrangements, which do not always require formal training as an intermediary. Several previous studies support this finding. A study by David J. Teece (2007) showed that organizational flexibility tends to rely on adaptability and experiential learning rather than formal training.

13. Training mediate influence competence to performance employee

The hypothesis test results regarding the effect of competency on employee performance through training are positive. Thus, the better the competency, the more employee performance will improve with good training. Hypothesis test results. From a Human Resource Management perspective, competency is a combination of knowledge, skills, and abilities that form the basis of performance. However, without continuous development through training, employee competencies can be less than optimal in supporting performance achievement. Therefore, training plays a role as a means to actualize competencies to match job demands. Several previous studies support this finding. A study by Gary S. Becker (1975) showed that training is a primary mechanism in improving individual competency that impacts work productivity.

14. Training mediate influence digital transformation towards performance employee

The hypothesis of the test results regarding the effect of digital transformation on employee performance through training is positive. Therefore, the better the digital transformation, the more employee performance will improve along with the improvement. From a Human Resource Management perspective, training is a crucial instrument in developing employee competencies to adapt to technological changes. Digital transformation often brings changes to systems, work processes, and tools that require new job skills, making training a key factor in bridging these changes. Several previous studies support this finding. A study by Erik Brynjolfsson & Andrew McAfee (2011) showed that the benefits of digital transformation on productivity will be optimal if supported by improved work capabilities through training.

15. Support management mediate influence flexibility organization to performance employee

The hypothesis testing results regarding the effect of organizational flexibility on employee performance through management support are positive. Therefore, the greater the organizational flexibility, the greater the improvement in employee performance through management support. From a Human Resource Management perspective, organizational flexibility reflects a company's ability to adapt its structure, systems, and work practices in an adaptive manner to environmental changes. However, flexibility requires an active role from management to direct, coordinate, and ensure that changes are understood and implemented effectively by employees. Several previous studies support this finding. A study by David J. Teece (1997) showed that flexible organizations require a strong management role to ensure effective adaptation to change.

16. Management support mediates the effect of competence on employee performance

The hypothesis testing results regarding the effect of competence on employee performance through management support are positive. Therefore, the greater the competence, the greater the improvement in employee performance through management support. From a human resource management perspective, competence is a combination of knowledge, skills, and abilities that form the basis for achieving superior performance. However, without management support, competence cannot be optimally utilized in daily work activities. This aligns with the Resource-Based View, which states that employee competency as a strategic resource requires effective management to provide a competitive advantage. Management support, in this regard, is key to directing, developing, and optimally utilizing competency. Several previous studies support this finding. A study by Linda Rhoades and Robert Eisenberger (2002) found that organizational support significantly increases employee commitment and performance.

17. Management support mediates the effect of digital transformation on employee performance

The results of the hypothesis testing regarding the effect of digital transformation on employee performance through management support were positive. Thus, the better the management support, the higher the employee performance. From a Human Resource Management perspective, management support reflects the active leadership role in providing resources, direction, and a conducive work environment to support organizational change. Digital transformation often brings significant changes to work systems, requiring management involvement to ensure employees are able to adapt effectively. This aligns with Dynamic Capabilities Theory, which emphasizes the importance of management's role in integrating and configuring organizational resources. In the context of digital transformation, management support is key to ensuring that adopted technologies are optimally utilized to improve performance. Several previous studies support this finding. A study by Erik Brynjolfsson and Andrew McAfee (2011) showed that the positive impact of digital transformation on productivity is highly dependent on organizational factors, including support management.

CONCLUSION

Based on the research results, it can be concluded that organizational flexibility, competence, and digital transformation are important factors contributing to improved employee performance at Sharia Advanced Referral Healthcare Facilities in Central Jakarta. Organizational flexibility was shown to have a positive effect on employee performance and management support, but did not significantly affect training. Meanwhile, competence and digital transformation had a positive and significant impact on employee performance, training, and management support. In addition, training and management support were also shown to have a positive and significant effect on improving employee performance. The results also showed that training was unable to mediate the effect of organizational flexibility on employee performance. On the other hand, training was shown to be able to mediate the effect of competence and digital transformation on employee performance. On the other hand, management support was able to mediate the effect of organizational flexibility, competence, and digital transformation on employee performance. These findings indicate that management support has a more consistent role than training in strengthening the influence of various organizational factors on improving employee performance. Overall, this study confirms that improving employee performance at Sharia Advanced Referral Healthcare Facilities requires synergy between organizational flexibility, competence, digital transformation, training, and management support. The results of this study contribute to the development of knowledge in Human Resource Management, particularly in the Sharia-based healthcare sector, and provide input for hospital management and policymakers in developing strategies for human resource development and digital transformation. However, this study still has limitations because it was only conducted in a Sharia hospital in Central Jakarta, used a quantitative approach with a cross-sectional design, and only examined six main variables. Therefore, further research is recommended to involve more areas, methods, and broader variables.

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