

Temporary staff performance in universities: How can the employee-organization relationship be enhanced in an institution



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ABSTRACT

This empirical research evaluates the mediating role of the employee-organization relationship through work flexibility and perceived organizational support variables on temporary employee performance in an academic institution. This research included 116 temporary administrative respondents as samples. The census sample selection approach was used to analyze primary data using SmartPLS. The present study revealed that work flexibility has no significant effect on employee-organization relations. Meanwhile, perceived organizational support has a substantial and positive impact on the employee-organization relationship. Work flexibility and employee-organization relationship positively and significantly impact temporary staff performance. Perceived organizational support does not affect temporary staff performance. Employee-organization relationship fully mediates the positive relationship between perceived organizational support and temporary staff performance. This paper is one of the first papers to investigate the role of the employee-organization relationship as an intervening variable in the relationship between work flexibility and perceived organizational support of temporary staff performance at a private university.

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Introduction

In today's day of globalization, a corporation must be able to survive in the business world, where competition is becoming increasingly fierce. An organization should have proper management and the ability to improve human resource quality. Human resources are part of a firm or organization's critical significant components that operate the academic sector and play an essential role as the main driver (Abbood Bandar, Kadhim Shamran, and AL-shammari, 2020). Human resources are the most supreme for an organization and the academic area since human resources decide a company's or organization's direction and goals. Indeed, human resources are a critical element of any organization. Employees or temporary employees are crucial in an organization with an extraordinary role in preparing and developing the organization (Davidescu, Adriana A.M. A., Simona A.P., Casuneanu, Ionut, 2020).

Furthermore, among the key variables that influence an employee's performance in an organization is the employee-organization relationship when there is a healthy relationship between employees and employers (Bal & Tan, 2014). The higher the employee-organization relationship, the higher employee performance. Inversely if the employee-organization relationship is low, the employee performance decrease (Li et al, 2020; Shih et al, 2011). Employee-organization relationships can be influenced by work flexibility and increased performance. Work flexibility must be increased to improve the employee-organization relationship. Then further performance at work will increase as well (M. W. Shah et al, 2020; Hashim M and Ullah M, 2017). Meanwhile, perceived organizational support significantly improves employee-organization relationships, thereby increasing performance in an

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organization (Astuty & Udin, 2020; Chen et al, 2020). Following previous research, depending on the roles and the staff's availability, development incentives may be prioritized by encouraging employees to participate in decision-making more than other teams (Park, Shaw, and Park, 2016). The organization may set high requirements for indirect inducements like procedural justice and employee involvement, but these standards may vary based on the importance of the job or team in the organization. As a result, this study points out how the employee-organization relationship affects university staff performance in terms of perceived organizational support and work flexibility.

Work flexibility can also impact an employee's relationship with the organization once they've been given an excellent work flexibility arrangement such as remote working, flexible schedules, or having a flexible manager. Working in an organization with flexible leaders will improve the employee-organization relationship. From an employee's perspective, a good manager allows employees more flexibility in achieving their objectives by assessing their needs and providing feedback and appreciation on their job to perform better. Several research results on the effect of work flexibility on employee performance have inconsistent findings (Kattenbach & Demerouti, 2010; Lilian M. De Menezes ; Clare Kelliher, 2016). This research is expected to manage human resources for temporary staff at a private university with an outstanding ranking. At this time, superior support is crucial in the organization, so this study adds the perceived organizational support variable as an exogenous variable. This study investigates the role of the employee-organization relationship in academic staff performance to fill a research gap. No study examined yet the impact of the employee-organization relationship as an intervening variable between perceived organizational support and temporary staff performance at a private university, emphasizing the study's novelty and distinctiveness.

Literature Review

Conceptual and Theoretical Background

Performance is a collection of processes and actions that includes everything from action plans to taking action and evaluating the outcomes of those actions. Employee performance refers to how well employees behave in the office and how well they complete their assigned jobs. Every company establishes performance goals for individual employees and the company, assuming that your company would provide high value to customers, reduce waste, and run smoothly (Donohoe, 2019). By contrast, employee performance is the quantity and quality of the employee's output, attendance at work, efficiency, and effectiveness of completed work (Mathis, R.L. and Jackson, 2009). Temporary staff has been the main focus of academic research in all different domains, like the study carried out by several researchers in the hospital industry (Bajorek and Guest, 2019) or administrative services (Lubis, Dalimunthe, and Siahaan, 2019).

Work flexibility encompasses not always time flexibility but also the amount to which employees can choose how and where they work, all of which directly impact many elements of work and life. Under this concept, work flexibility is split into two types in the current study: scheduling flexibility and workplace flexibility. In contrast, planned flexibility refers to the ability of workers to work at any time of the day, while workplace flexibility is the ability of employees to choose the most appropriate work atmosphere to boost their productivity (Ma, 2018). In other words, work flexibility allows one to decide where to work and cooperate from locations other than their primary workplace (Stich, 2019). Meanwhile, Peters, P., and Blomme (2019) claimed that workplace flexibility meets needs for when and where to operate in terms of personal, organizational, and economic success in work and life; they suggested that workplace flexibility should be valued in organizations because it meets people's basic psychological needs. Work flexibility indeed can also be assisted by the support of the overall organizational top management team (Chatterjee, Chaudhuri, and Vrontis, 2022).

Based on the most recent definition of perceived organizational support, it is a determinant of employee belief inside the organization's regard for and concern for its employees' well-being (Robbins, S. P., & Judge, 2017). Alternatively, Eisenberger, R., Huntington, R., Hutchison, S., and Sowa (1986) introduced the idea of perceived organizational support as the employee perceptions of the quantity of support provided by the organization and the extent to which the corporation is prepared to help when needed are known as perceived organizational support. In other words, employee perceptions of organizational support reflect how much the institution awareness and concern about their prosperity and values their contributions (Kurtessis, J. N., Eisenberger, R., Ford, M. T., Buffardi, L. C., Stewart, K. A., & Adis 2017; L. Rhoades, 2002).

Lee, E., Kang, M., Kim, Y., & Yang (2021) defines an employee-organization relationship as the degree to which a company and its personnel trust one another, agree on who has authority over whom, are content with one another, and are committed to one another. Employee-organization relationship has been the subject of many scientific questions and is an essential driver linking human resource management practices and strategies with tangible business results (Thakur & Srivastava, 2018). Tsui et al (1997) defined the employee-organization relationship as the reasonable balance between the encouragement supplied by a company and the contributions desired by its employees, as stated from the employer's perspective.

Empirical Review and Hypotheses

Work flexibility and Employee-Organization Relationship

Work flexibility refers to one's ability to choose and adjust essential aspects of their work life. Employees who decide to use flexibility can obtain more resources and control their responsibilities, allowing them to fulfill work-related goals (Halbesleben et al, 2014). Brummelhuis et al (2012) explained work flexibility as the capacity to choose where, when, and how to work, which includes working

from locations other than one's primary workplace. On account of the Covid-19 pandemic, the work patterns have shifted from traditional to home-based telecommuting (Davidescu et al, 2020). This phenomenon has indeed affected both full-time and temporary employees in how they conduct their job. Work flexibility allows employees to manage their personal and professional lives to enjoy an outstanding work-life balance (Deery et al, 2017). Temporary staff would prefer to have some work flexibility solutions such as flexible work schedules and flexible working hours (Ierodiakonou, C. and Stavrou, 2017). According to Carlsons et al. (2010), there are three indicators of work flexibility, namely: a) time flexibility or control over how long they work, when they work, b) timing flexibility, and where they work, c) place flexibility.

Lee, E et al (2021) define the employee-organization relationship as the degree to which a company and its employees trust one another, agree on who has authority over whom, are satisfied with one another, and are committed to one another. From this definition, it can be elucidated that there should be reliance and commitment between an employee and the organization. It has been the subject of many scientific questions and has been an essential driver in linking human resource management practices and strategies with tangible business results (Thakur & Srivastava, 2018). Tsui et al (1997) described the employee-organization relationship as the reasonable balance between the encouragement supplied by a company and the contributions desired by its employees, as stated from the employer's perspective. Based on the theory of Huang (1997), indicators of employee-organization relationship are: a) mutuality control, b) trust, c) satisfaction, and d) commitment. Work flexibility will affect the employee-organization relationship and vice versa. Because if employees have been granted an excellent work flexibility arrangement such as remote working, flexible schedules, or a flexible manager. Working in an organization with flexible leaders will improve the employee-organization relationship. From an employee's perspective, a good manager allows employees more flexibility in achieving their objectives by assessing their needs and providing feedback and appreciation on their job to perform better. This argument is also supported by several researchers (Timms, C et al, 2015; Burud, S.; Tumolo, 2004; Jung & Yoon, 2021; Idowu et al, 2019; Ma, 2018).

Perceived Organizational Support and Employee-Organization Relationship

Perceived organizational support is the employee perceptions of organizational support that reflect how often the organization genuinely cares about their contributions and well-being (Kurtessis, J. N., Eisenberger, R., Ford, M. T., Buffardi, L. C., Stewart, K. A., & Adis 2017; L. Rhoades, 2002). In other words, it is the employee's perceptions of the quantity of support provided by the organization and the extent to which the corporation is prepared to help when needed. Employees feel supported by their companies and consider themselves part of a social exchange relationship when human resource management methods emphasize investment in employees, participative decision making, and growth possibilities (Paauwe, J., Wright, P., & Guest, 2013; Sabir et al, 2021).

There are several indicators of perceived organizational support based on the concept of L. Rhoades (2002); there are several indicators used to measure the level of perceived organizational support in an organization, which are as follows: a) fairness, b) supervisor support, c) rewards and working condition.

Perceived organizational support will affect the employee-organization relationship because if a company demonstrates positive behavior traits toward its employees, it will be considered more important than any activity or combination of acts. In other words, if the perception of temporary employee organizational support is positive, the two parties' connection will improve. The interaction of social processes in sustaining and growing ties between employees and the organization focuses on organizational support. When assistance and relationships between co-workers, which later involve feelings of mutual help and mutual need between superiors and subordinates, are fulfilled, it will result in feelings of approval. Previous researchers agreed and stated that perceived organizational support substantially impacts the employee-organization relationship (Yang F et al, 2021; Ekowati & Andini, 2008; Lv, 2018). E.O.R. may have implications for both organizational and individual outcomes from both the company's and employee's perspectives.

Work Flexibility and Temporary Staff Performance

Research related to temporary staff has been reviewed almost in all sectors of the economy in Indonesia, and later on, it became a trend for an organization to employ contracted workers worldwide. Temporary staff has been the main focus of academic research in all domains like the study carried out by several researchers in the hospital industry (Bajorek and Guest, 2019a) or administrative services (Lubis et al, 2019). Temporary employees are those who work for someone else., recruited for a specific time (International Labour Organization, 2016). Typically, temporary employees are recruited over the years (Bajorek and Guest, 2019b). Employee performance refers to how well employees behave in the office and how well they complete their assigned jobs. Every company establishes performance goals for individual employees and the company, assuming that your company would provide high value to customers, reduce waste, and run smoothly (Donohoe, 2019). In contrast, employee performance is defined as the quantity and quality of the employee's output, attendance at work, efficiency, and effectiveness of completed work (Mathis, R.L. and Jackson, 2009).

Robbins, P. Stephen & Coutler (2016) stated that there are five performance indicators tools to measure the extent to which employee performance is achieved. The following are some indicators to measure employee performance: (1) Quality of Work; (2) Quantity; (3) Punctuality; (4) Effectiveness; (5) Independence.

An academic institution that provides flexible work hours or any work flexibility arrangement can strengthen their employee's job performance, especially the temporary staff at an institution. It is applied when employees and employers establish agreements about the working conditions convenient for both of them by giving employees autonomy or flexible hours that can decrease employee stress, reduce absenteeism, and eventually lead to higher performance at work (M. W. Shah et al., 2020; Hashim M and Ullah M,

2017). Numerous studies revealed the relationship between workplace flexibility and employee performance (M. W. Shah et al, 2020; B. Shah & Gregar, 2019; Klindžić & Marić, 2019). Higher work flexibility will increase employee performance. However, if work flexibility is low, employee performance will decrease (Davidescu et al, 2020; Wolor et al, 2020).

Perceived Organizational Support and Temporary Staff Performance

Employee performance in an organization is affected by perceived organizational support. Employees who believe their company truly cares about their welfare are more willing to take a risk on their behalf. It infers that employee with a high level of perceived organizational support are more maximal and will contribute to higher performance. Employees who believe their employer is concerned about their success would greatly help and support the business in achieving its objectives (Robbins, S. P., & Judge, 2017).

Astuty & Udin (2020) found a significant effect between P.O.S. and employee performance. A study on the results of organizational support on personnel performance has revealed that reinforcing organization support impacts frontline workers' performance in China (Chen et al, 2020). Furthermore, research was conducted in Nigeria on university administration; the result showed a positive and significant effect of P.O.S. on employee performance (Nwanzu and Babalola, 2021). Another research in India confirmed this hypothesis on the impact of P.O.S. on employee performance in I.T. firms (Sabir et al, 2021)

Employee-organization Relationship and Temporary Staff Performance

A relationship exists between the employee organization and employee performance if there is a healthy relationship between employees and employers. The higher the E.O.R., the higher employee performance. Inversely if the E.O.R. is low, the employee performance decrease. Thus, temporary employees are expected to contribute to organizations (employers), such as organizational dedication, high performance, or ideas for improving organizational performance. On the other hand, employers are presumed to provide a variety of rewards in the form of incentives and inducements strategy to obtain the desired contributions from employees.

Samwel (2018) studied the relationship between the impact of employee relationship on employee organizational performance, the findings revealed a substantial-high impact between employee relationship and employee-organizational performance. Another study conducted by (Bal & Tan, 2014) investigated the effect of the employee-organization relationship on individual behavioral outcomes of task-related performance, and the results showed that E.O.R. has a significant impact on employee performance. Another research conducted by (Shih et al., 2011) in Taiwan revealed a positive and significant effect of E.O.R. on job performance. Thus, E.O.R.s have been proven to affect performance (Koh & Yer, 2000; Tsui et al, 1997; Li et al, 2020).

Work flexibility and Temporary Staff Performance through Employee-Organization Relationship as an Intervening Variable

Flexibility in the workplace will raise temporary staff performance in the organization's management by providing them more autonomy and working with more flexible hours to have a harmonious workplace. Therefore, any temporary staff from various departments and work units can have freedom and find ways by themselves efficiently to support their work in the organization. Leaders in organizations can give special attention and encourage work flexibility and employee-organization relationship in their faculties or work unit so that performance arises from each. The higher the level of work flexibility in the organization and the temporary staff's sense of reciprocity and confidence, the higher each employee's performance will be. Likewise, work flexibility will decline the employee-organization relationship, decreasing the temporary staff performance in an organization. This hypothesis is supported by researchers such as (Davidescu et al, 2020; Wolor et al, 2020; Hashim M and Ullah M, 2017; M. W. Shah et al, 2020; B. Shah & Gregar, 2019 and Kalindi & Mari, 2019)

Perceived Organizational Support and Temporary Staff Performance through Employee-Organization Relationship as an Intervening Variable

Employees who believe their employer values their commitments and is involved in one's wealth are more likely to take risks on their behalf. Individuals who perceive significant levels of organizational support seem adequate and contribute to higher work performance. Employees who believe their manager cares about their well-being will go to great lengths to help the company meet its objectives. Leaders for each work unit and faculty need to pay attention to and encourage perceived organizational support and enhance the organization's employee relationship so that each board feels involved. The higher the level of organizational support, the higher the level of control mutuality, trust, satisfaction, and commitment with the organization so that temporary employee performance will be higher. Likewise, lower organizational support will decline the employee-organization relationship, decreasing the temporary staff performance in the organization. This hypothesis is supported by researchers (Shih et al, 2011; Bal & Tan, 2014; Li et al, 2020; Nwanzu & Babalola, 2021; Astuty & Udin, 2020).

Conceptual Framework

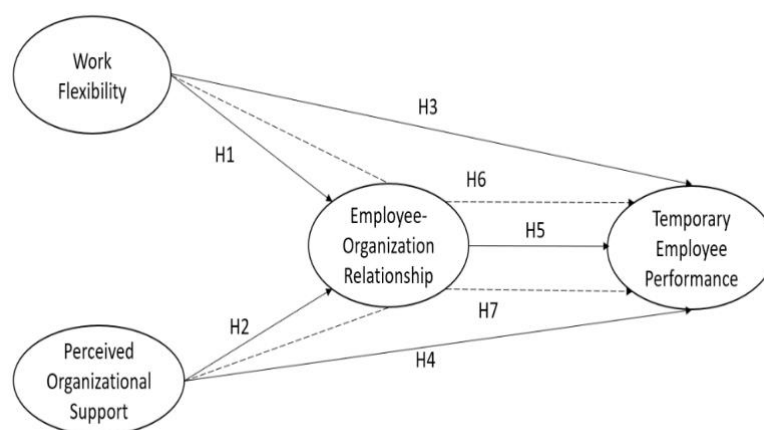


Figure 1: Conceptual Framework

The following is an explanation of the hypothesis from the above research model image:

H1: There is a strong relationship between work flexibility on the employee-organization relationship

H2: A high correlation exists between perceived organizational support and employee-organization relationship.

H3: There is a strong association between work flexibility on temporary employee performance

H4: There is a direct relation between P.O.S. on temporary employee performance

H5: There is a clear correlation between E.O.R. on temporary employee performance

H6: There is an undeniable relationship between work flexibility on temporary employee performance through E.O.R. as an intervening variable

H7: There is a deep connection between P.O.S. on temporary employee performance through E.O.R. as a mediating variable

Research and Methodology

This quantitative study is based on primary data collected from respondents who were all temporary employees at a private university. The sample selection method employs the census method, which entails sampling from the entire population (Sugiyono, 2008). Previously, the researcher compiled a statement on an online questionnaire using a Google Form and a Likert scale of 1-7, then distributed it to various WhatsApp groups containing all temporary staff.

There were 150 temporary employees in the population, for a total sample size of 116 ($N=116$). Data were processed using S.E.M. (Structural Equation Model) through SmartPLS software version 3.3.3. The intervals for descriptive statistics are as follows (Sugiyono, 2013): 1 – 1.86 (very low); 1.87 – 2.72 (low); 2.73 – 3.58 (somewhat low); 3.59 – 4.44 (fair); 4.45 – 5.3 (slightly high); 5.31 – 6.16 (high); 6.17 – 7 (very high).

Analysis and Findings

The result of reliability and validity testing

A questionnaire or instrument is valid if the statement on the instrument item reveals something that the questionnaire then measures (Ghozali, 2018). The first step is to test the validity using convergent validity and a rule of thumb indicator that can be declared valid if the loading factor is greater than 0.7 and the AVE value is greater than 0.5 (Ghozali, 2015). Figure 2 illustrates the output of the first measurement model, followed by the elimination of several items that do not meet the rule of thumb in Figure 3. This study has four variables, each with 31 statement indicators ten items are removed, resulting in 21 items that meet the rule of thumb. There are six indicators for the work flexibility variable, seven for the perceived organizational support variable, ten for the temporary staff performance variable, and eight for the employee-organization relationship variable. ($AVE.770 > 0.5$), ($.737 > 0.5$), ($0.655 > 0.5$), and ($0.586 > 0.5$). The validity is then assessed using discriminant validity. The rule of thumb is that the cross-loading must be greater than 0.7, and the cross-loading number on the variable must be greater than other variables.

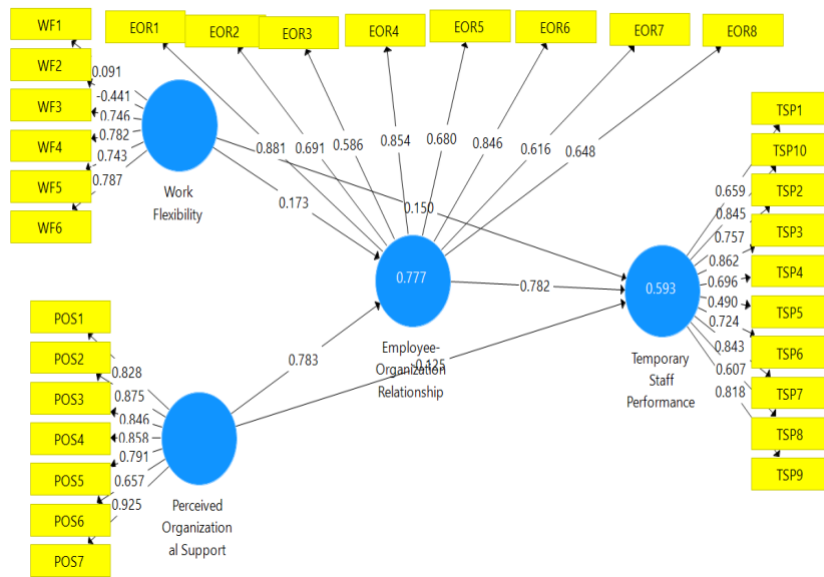


Figure 2: First Measurement Model Output Display

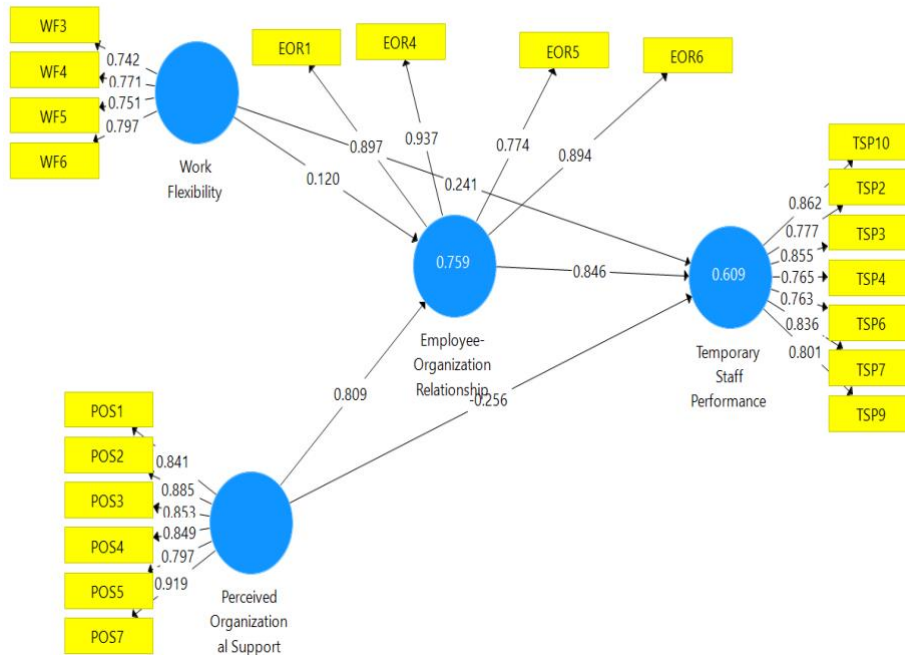


Figure 3: Second Measurement Model Output Display

Table 1: Cronbach's Alpha and Composite Reliability

	Cronbach's Alpha	Composite Reliability
Employee-Organization Relationship	0,899	0,930
Perceived Organizational Support	0,928	0,944
Temporary Staff Performance	0,912	0,930
Work Flexibility	0,771	0,850

Source: Data Processing using SmartPLS (2022)

Table 1 shows that all composite reliability and Cronbach's alpha figures were within the acceptable range. It exhibits that this figure met the rule of thumb. Following that, a structural model test (inner model) was performed to determine the construct relationship between each variable. The first step was to assess the coefficient of determination (R-Square) with the rule of thumb that if the R2 value is 0.75, the model is strong, 0.50, moderate, and 0 is weak (Ghozali, 2015).

Table 2: R-Square and Adjusted R-Square values

	R Square	R Square Adjusted
Employee-Organization Relationship	0.759	0.754
Temporary Staff Performance	0,609	0.599

Source: Data Processing using SmartPLS (2022)

The structural model test results shown in table 2 that the number of R-Square (R^2) obtained for the employee-organization relationship (E.O.R.) variable is 0.754, which is a strong model category. This figure shows that 2 (two) independent variables can explain 75.9% of the employee-organization relationship variables, namely work flexibility and perceived organizational support variables. Other variables outside the research model explain the remaining 24.1%. Then, the R-Square (R^2) value on the temporary staff performance (T.S.P.) variable is 0.609, which can be categorized as a moderate model. It explains that 60.9% of temporary staff performance variables can be explained by 3 (three) variables: work flexibility, perceived organizational support, and employee-organization relationship. The remaining 39.1% is highlighted by other variables besides the variables contained in the research model.

Results of Hypothesis Testing

Table 3: Path Coefficients and Indirect Effects

Relations	Original Sample (O)	Sample Mean (M)	Standard Deviation (S.T.D.E.V.)	T-Statistics (O/STDEV)	P-Values	Results
WF -> EOR	0,120	0,115	0,063	1,896	0,059	Rejected
POS -> EOR	0,809	0,813	0,038	25,527	0,000	Accepted
WF -> TSP	0,241	0,232	0,094	2,566	0,011	Accepted
POS -> TSP	-0,256	0,239	0,183	1,394	0,164	Rejected
EOR-> TSP	0,846	0,834	0,141	5,991	0,000	Accepted
WF -> EOR -> TSP	0,101	0,095	0,052	1,935	0,054	Rejected
POS -> EOR -> TSP	0,685	0,679	0,131	5,245	0,000	Accepted

Source: Data Processing using SmartPLS (2022)

Discussions

Effect of work flexibility on the employee-organization relationship

Following table 3, the relationship between work flexibility and the employee-organization relationship reveals the original sample (O) number of 0,120, a positive number. Due to the t-statistics value of $1.896 < 1.96$, the hypothesis is not significant. Then the p-value is $0.059 > 0.05$, which indicates that the hypothesis is rejected. It can be assumed that the theory regarding the relationship between workplace flexibility and the employee-organization relationship has a negative and insignificant effect; the hypothesis is not supported. The findings of this study contradict previous research (Timms, C et al, 2015; Jung & Yoon, 2021; Ma, 2018; Idowu et al, 2019).

Effect of perceived organizational support on the employee-organization relationship

The relationship between perceived organizational support and the employee-organization relationship exhibits the original sample (O) number of 0,809, a positive number. Since the t-statistics value is $25.527 > 1.96$, the hypothesis is significant. Then the p-value of $0.000 < 0.05$ indicates that the hypothesis is accepted. From these numbers, it is logical to argue that the hypothesis regarding the relationship between perceived organizational support and the employee-organization relationship has a positive and significant effect; the assumption is accepted. The results of this study are in line with the research (Yang, F., Liu, P., & Xu, 2021; Ekowati & Andini, 2008; Lv, 2018).

Effect of workplace flexibility on temporary staff performance

The relationship between workplace flexibility and temporary staff performance shows the original sample (O) number of 0,241, a positive number. Since the t-statistics value is $2.566 > 1.96$, the hypothesis is significant. Then the p-value of $0.011 < 0.05$ indicates that the hypothesis is accepted. From these numbers, it is evident that the theory regarding the relationship between work flexibility on temporary staff performance has a significant positive effect; the assumption is accepted. The results of this study are in line with the research (M. H. W. Shah et al, 2020; Klindžić & Marić, 2019; B. Shah & Gregar, 2019).

Effect of perceived organizational support on the temporary staff performance

The relationship between perceived organizational support and the temporary staff performance indicates the original sample (O) number of -0,256, a negative number. The hypothesis is not significant because the t-statistics value is $1.394 < 1.96$. Then the p-value of $0.164 > 0.05$ indicates that the hypothesis is not accepted. From these numbers, it is fair to assert that the theory regarding the relationship between perceived organizational support and temporary staff performance has no significant effect; the assumption is not supported. The findings of this study contradict those of (Astuty & Udin, 2020; Sabir et al, 2021; Chen et al, 2020).

Effect of employee-organization relationship on temporary staff performance

The relationship between employee-organization relationship and temporary staff performance shows the original sample (O) number of 0,846, which is a positive number. Since the t-statistics value is $5.991 > 1.96$, the hypothesis is significant. Then the p-value of $0.000 < 0.05$ indicates that the hypothesis is accepted. It is noteworthy that the hypothesis regarding the relationship between employee-organization relationships on temporary staff performance has a significant positive effect, the assumption is accepted. The results of this study are in line with the research (Tsui et al, 1997; Li et al., 2020; Shih et al, 2011).

Effect of workplace flexibility on temporary staff performance through the employee-organization relationship as an intervening variable

The relationship between workplace flexibility and temporary staff performance through the employee-organization relationship as an intervening variable shows the original sample (O) number of 0,101, which is positive. Due to the t-statistics value of $1.935 < 1.96$, the hypothesis is not significant. Then the p-value is $0.054 > 0.05$, which indicates that the hypothesis is not accepted. It can be inferred that the view regarding the relationship between work flexibility on temporary staff performance through employee-organization relationships as an intervening variable has a negative and insignificant effect; the hypothesis is not supported. In H3 (direct effect), work flexibility has a significant positive impact on temporary staff performance. Although the variable mediation does not play a role (no mediation) in H6 (indirect effect) with an employee-organization relationship intervening variable whose results are negative and insignificant effects, the work flexibility variable still significantly affects temporary staff performance. The employee-organization relationship is unable to mediate the relationship between workplace flexibility and temporary staff performance between the two item variables (WF-TSP) that previously had a relationship between the two variables, so whether or not the employee-organization relationship variable exists, there is still a significant effect between the two variables. The findings of this study support prior research (Klindžić & Marić, 2019; Koh & Yer, 2000; Li et al, 2020).

Effect of perceived organizational support on temporary staff performance through the employee-organization relationship as an intervening variable

The relationship between perceived organizational support and temporary staff performance through the employee-organization relationship as an intervening variable shows the original sample (O) number of 0,685, which is positive. Due to the t-statistics value of $5.245 > 1.96$, the hypothesis is significant. Then the p-value is $0.000 < 0.05$, which indicates that the hypothesis is accepted. From these figures, it is worth noting that the hypothesis regarding the relationship between perceived organizational support on temporary staff performance through employee-organization relationships as an intervening variable has a positive and significant effect, and the assumption is supported. It can be seen earlier because the result of H4 (direct effect) is that perceived organizational support has a negative and insignificant impact on temporary staff performance, which is then followed by H7 (indirect effect) with the additional intervening employee-organization relationship variable, which has a positive and significant impact, requiring the mediation variable (full mediation). Thus, perceived organizational support will not affect temporary staff performance without the employee-organization relationship variable as a mediating variable. The study observations are consistent with prior research (Yang, F., Liu, P., & Xu, 2021; Bal & Tan, 2014; Shih et al., 201; Li et al, 2020).

Conclusions

The study findings reveal that perceived organizational support significantly impacts the employee-organization relationship. On the other hand, work flexibility has no discernible effect on employee-organization relationships. Furthermore, it demonstrates that work flexibility significantly affects temporary staff performance. This study has empirically proven that the employee-organization relationship occurs because of great perceived organizational support from the head of each faculty and work unit, which impacts the temporary staff performance. Different results from this study were shown that workplace flexibility has no remarkable effect on the employee-organization relationship, and no mediation occurs between the impact of workplace flexibility on temporary staff performance through the employee-organizational support. Specifically, this study shows that temporary staff performance in tertiary education still needs more indulgent organizational support in the goals of each temporary staff for their future career. In other words, the employee-organization relationship can mediate the relationship between perceived organizational support to temporary employee performance. Work flexibility might be addressed in organizational management. It implies that if employees and employers have a positive work relationship, there is a huge chance that an employee-organization relationship exists and increases their performance. When the employee-organization relationship is evaluated, employee performance improves.

Furthermore, some temporary employees are less active and must be contacted, leading the process of collecting questionnaires at the time of distribution in each faculty/work unit to be delayed. Further research should analyze the relationship between employee

organization and employee performance as there are still few studies on the two variables. Then future researchers can re-examine with different subjects, such as with permanent workers or in another organization. It is recommended that researchers combine sampling methods that include the distribution of questionnaires and the use of an interview approach to clarify respondents' responses so that they can be more elaborated.

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