

## ABSTRACT

Universities face new challenges, namely globalization, new economic challenges, and the rapid growth of information and technology to improve their performance. This encourages universities to not only utilize human resources as assets but also build systems within the organization. This condition also requires the organization to be adaptive and able to keep up with the existing changes. The quality of adaptive organizational culture influences mutualistic benevolence commitments, which will increase the performance of PTS.

The general objective of this research is to develop new theoretical approaches to resolve the conceptual contradictions regarding the impact of implementing organizational culture in improving university performance through mutualistic benevolence commitment. The benefits of research and the empirical research model developed in this research are expected to contribute both theory and findings from the disciplines of human resource management and organizational behavior, especially in universities.

This research design uses an explanatory approach to test causal relationships or between variables through hypothesis testing. The population of this research is the leaders of private universities (PTS) within the scope of L2dikti Region II, which includes South Sumatra, Lampung, Bengkulu, and Bangka Belitung, with a total of 205 private universities as respondents. A total of 163 questionnaires collected were processed and analyzed further to produce a fit SEM model. Data analysis in this study used a structural equation model (SEM) using the AMOS program.

The results of hypothesis testing show that there are 6 supported and 1 unsupported hypothesis. Adaptive organizational culture, intellectual stimulation, and mutualistic benevolence commitment have a significant positive effect as an antecedent of the university performance variable. In contrast, the absorptive capacity has no impact on university performance. Thus, this study proves that the variables of adaptive organizational culture, intellectual stimulation, and mutualistic benevolence commitment have a significant influence on university performance. This study also shows that mutualistic benevolence commitment can act as an important mediator in filling the gap in the relationship between adaptive organizational culture, absorptive capacity, and intellectual stimulation on university performance and being an alternative strategy to improve university performance.

**Keywords:** Adaptive organizational culture, absorptive capacity, intellectual stimulation, mutualistic benevolence commitment, and organizational performance