Organizational Support and Adaptive Performance to Work-Family Conflict

Beni Miprasadi [a,], Adi Rahmat [a,*], Bambang Supeno [a,]

[a] Magister of Management, Postgraduate Program, Universitas Lancang Kuning, Indonesia.

ABSTRACT

This study aims to identify and explain the mechanism underlying the relationship between organizational support and adaptive performance through work-family conflict variables. This research was conducted at the Regional Secretariat (Setda) of Kuansing Regency where the data was taken from the employees of the Regional Secretariat. The number of respondents in this study was 110 as the research sample. The data analysis techniques in this study were descriptive analysis, convergent and discriminant validity tests, and reliability tests on SEM-PLS analysis. The results of this study indicate that organizational support has a positive and significant effect on adaptive performance, then organizational support has a positive and significant effect on work family conflict and lastly, work family conflict has a positive and significant effect on adaptive performance

Introduction

In organizational management, Organizational support (OS) refers to workers' perceptions of whether the organization cares about the welfare and contribution of employees. Organizational support also includes employee assessments of whether the organization is helping employees achieve professional and personal goals. When employees feel good SO, employees feel safer at work and are more involved with work (Park et al, 2020; Bimantara et al., 2022; Rafida et al., 2022; Rahmat, 2022).

Research shows that perceived OS is highly correlated with many progressive workplace characteristics and behaviors, such as positive organizational climate and organizational citizenship behavior. When employees feel that the company cares about the welfare of its employees, the employees themselves will offer their dedication as a social exchange. According to Park et al (2020) Organizational support also increases employees' sense of belonging. Because employees believe they are part of something bigger than themselves, they are more dedicated to the company's goals.

Adaptive performance is the ability of individual or group employees to change conditions and behavior to adapt to a changing environment. Jundt et al (2015) also emphasized that adaptive performance behavior usually aims to maintain performance levels or minimize performance degradation as a result of change.

Breevaart et al (2014) revealed that employees who feel involved in work show more focus in the daily performance of the organization. Furthermore, because employees dedicate their

energy and attention to tasks, employees pay more attention to the work. That is, such attention allows employees to anticipate new challenges or recognize current deficiencies in processes. Employees who pay more attention to their work are the best equipped to tackle external challenges.

In the opinion of Greenhaus & Beutell (1985), work-family conflict is conflict and pressure or an imbalance in the role of employees both at work and in the family. Working hours that are too tight and the workload is too heavy is one of the direct evidences of work-family conflict (Supriadi et al., 2022). due to too much time and effort that exceeds the capacity spent on work. So, this results in a lack of free time that can be used with family. Greenhaus & Beutell (1985) also describes conflicts related to working women. First, time-based conflicts, which cannot balance roles, between family and work. secondly, they cannot divide the portion of energy and opportunities between work and family.

Organizational support has a positive relationship with organizational citizenship behavior (OCB), which predicts more helping behavior within a company. Therefore, the organization hopes that workers who feel an increase in organizational support will also carry out more work activities (Demir, 2015).

"Adiptive performance is a trait to reflect a willingness or ability to change in addition to the effect of behavior change (Cronshaw & Jethmalani, 2005; Pulakos et al., 2000). Adaptive performance shows the ability of employees to adjust their behavior to meet work demands (Charbonnier-Voirin, 2010). However, in Indonesia, studies that explain in detail the relationship between organizational support and adaptive performance on work-family conflict are rare.

Based on the above that has been explained, this study raises two main questions, namely whether organizational support has a positive effect on adaptive performance? If so, does work-family conflict mediate the mechanisms underlying the relationship between organizational support and adaptive performance?

Theoretical Support

Organizational Support
As it is felt that associations can generally live and be creative given the individuals who drive them. These people will later become entertainers in an association. Associations, whether associations or government offices, or establishments called organizations or establishments, are all developments by groups of social classes (humans) who act as entertainers with the ultimate goal of achieving the goals of the association in question. (Sofyan. 2014 p, 31).

The achievement of authoritative goals is only possible due to the efforts of the entertainers in the association of these organizations. For these situations, there is actually a convenient relationship between individual execution and institutional or organizational execution. Thus, assuming a large individual or worker presentation, almost certainly, an association or organizational exhibition would also be good. Organizational support is an employee's belief

that the organization where he works respects and cares about his well-being both in his family and in the organization (Rhoades et al, 2001). Saputra and Supartha (2019). Says "Organizational support provided by the organization to its subordinates is very important, because it will have a good impact on the organization or company. The support or support provided by the organization to its subordinates will form a sense of love for employees or subordinates for the company or organization where they work. Employees who feel supported by the company tend to have the mindset to advance their company. The desire to progress and improve the company is a form of loyalty from employees to the company. This loyalty will then form a commitment in each individual to the organization.

The view of a respected representative in an association will strengthen workers' confidence that the association will live up to its commitment to understand workers' mentality and behavior, and be able to provide awards or rewards befitting their work. The rewards desired by representatives here can be casual or formal, for example, enhancement and compensation (Wayne, et al 2009). The impression of Official Assistance pertains to workers' views of the extent to which associations value commitment, offer assistance, and often think of the assistance of government representatives (Rhoades and Eisenberger, 2002). At the end of the day, visible Hierarchical Help alludes to workers' impressions of the degree to which the association values their commitments and often thinks about their prosperity (Eisenberger et al, and Rhoades, et al 2006).

Adaptive Performance

Adaptive performance is the ability of individual or group employees to change conditions and behavior to adapt to a changing environment. Jundt et al (2015) also confirms that adaptive performance behavior usually aims to maintain performance levels or minimize performance degradation as a result of change.

Adaptive performance or adaptive performance is performance resulting from work that requires improvisation. In a dynamic work environment, it requires people who have adaptive abilities in the work environment to complete work creatively.

Adaptive performance is a concept from Pulkos, Arad, Donovan and (Plamondon, 2000) who build theoretical and empirical models based on performance that focus on adaptive concepts, with eight dimensions of adaptive concepts. Among them; Solve problems creatively, Deal with uncertain or unpredictable work situations, learn new tasks, technologies, and procedures, demonstrate interpersonal adaptability, Demonstrate cultural adaptability.

Demonstrate physically oriented adaptability, Handle work stress, Handling emergency or crisis situations. The purpose of this dimension made by these academics is to measure or assess the extent to which an individual or employee can adapt and adjust to new conditions or sudden situations that exist within an organization.

Adaptive performance in an organization can be seen from several aspects: first, being able to handle emergencies and unexpected situations, second, being able to handle work stress, third,

being able to solve problems creatively and learn. Fourth Demonstrate interpersonal adaptability

Work-Family Conflict (WFC)

The term struggle comes from the Latin action word arrange which means to hit each other. From Latin embraced into English, struggle which was then brought into Indonesian, struggle. Experts have put forward various definitions of conflict. The definitions put forward by these experts appear to be different even though the essence is the same, because they define conflict from different perspectives. Some define it from the perspective of psychology, behavioral science, sociology, communication, anthropology, and social science (Siti Asiah T. Pido, 2014).

Based on the work of Kahn et al. (1964), the following work-family conflict is: a type of inter-work struggle in which the work tensions of work and family conflict here and there. That is, cooperation in work (family) jobs is made more of a hassle by good support in work (job) families.

An examination of the literature reveals three main forms of work-family conflict (a) time-based conflict, (b) tension-based conflict, and (c) behavior-based conflict.
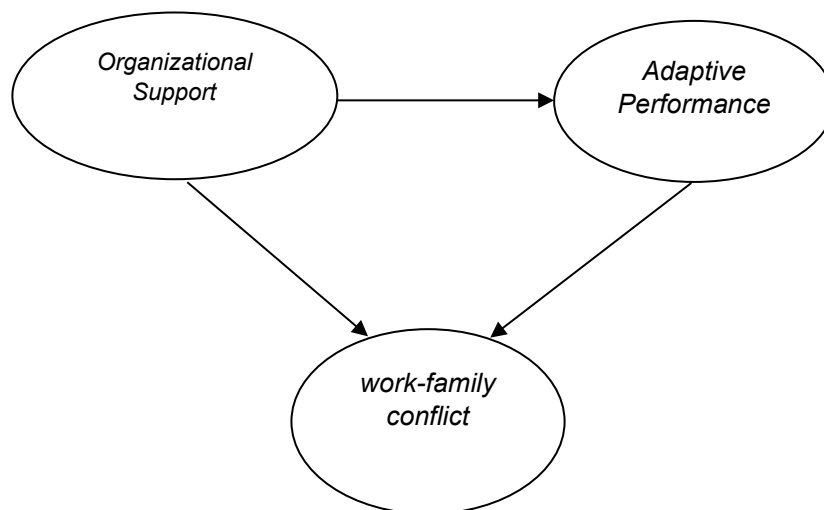
Research Framework

Figure 1. Research Framework.

Research Method

Quantitative Method

This chapter will explain the development of hypotheses that aim to broaden knowledge and understanding of organizations. According to Neuman (2011) research is part of the explanatory approach that seeks to explain why a phenomenon arises and to build, expand, collaborate or test theories. Furthermore, this study also aims to explain how the psychological processes or mechanisms that underlie the relationship between altruistic leadership and happiness at work based on organizational learning capabilities.

This research is a study that tests a theory or hypothesis in order to strengthen or even reject a theory or hypothesis based on pre-existing research using quantitative techniques. Quantitative techniques in organizational science research according to Neuman (2014, p.97) are a research method that starts with a positive social science approach and emphasizes legal discovery, careful empirical observation and value-free research.

Furthermore, based on the time dimension in collecting data, this study uses a cross-sectional technique where the data collected comes from a single point in time or over a relatively short period of time (Johnson & Christensen, 2017).
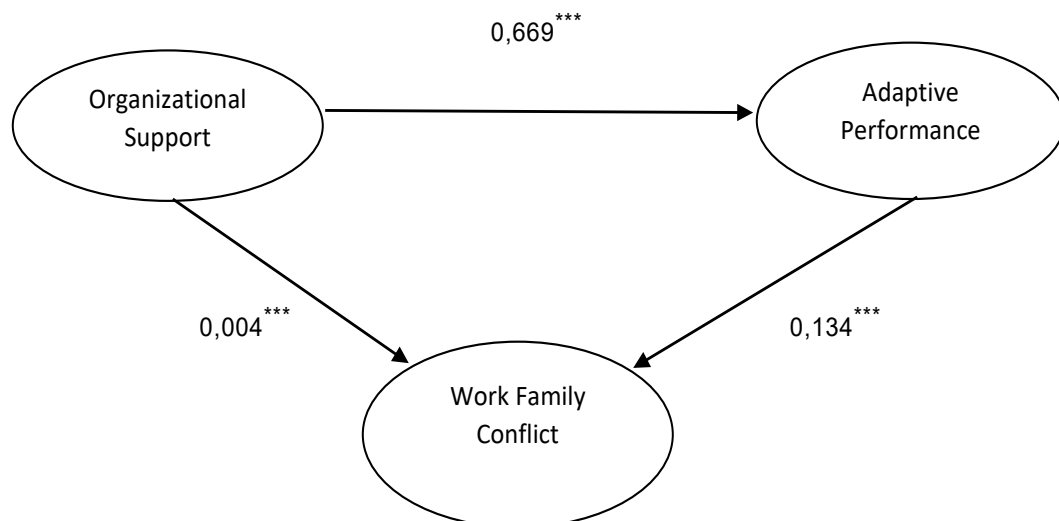
Results

SEM-PLS Analysis

Figure 2. Path Chart.

Significance Test Results

Table 1. Significance Test Results

Hypothesis	P Values	Note:
Organizational Support > Adaptive Performance	0,001	Received
Organizational Support > Work Family Conflict	0,001	Received
Work Family Conflict > Adaptive Performance	0,001	Received

Notes. Processed Data, 2023

The first hypothesis (H1) predicts that organizational support has a positive effect on adaptive performance. The results show that this hypothesis is statistically supported (β=0.401; p<0.001). This table also shows that without direct mediating variables organizational support positively causes adaptive performance.

The second hypothesis (H2) predicts that organizational support has a positive effect on work family conflict. The results show that this hypothesis is supported statistically ($\beta = 0.559$ $p < 0.001$).

The third hypothesis (H3) predicts that adaptive performance has a positive effect on work family conflict. The results show that this hypothesis is supported statistically ($\beta = 0.802$ $p < 0.001$.

Test Results Directly and Indirectly

Table 2. Test Results Directly and Indirectly

Exogenous	Endogenous	Path Coefficient
Organizational Support	Adaptive Performance	0,669
Organizational Support	Work Family Conflict	0,004
Work Family Conflict	Adaptive Performance	0,134

Notes. Processed Data, 2023

Discussions

Organizational support (X1) is an employee's belief that the organization where he works respects and cares about his well-being both in the family and in the organization (Rhoades et al, 2001) where Organizational support is a principled organization where the workplace has the principle of respecting and caring for well-being of employees both in the family and in the organization. Thus it can be used as a reason for a subordinate to have the principle of adaptive performance to the company without coercion. And specifically this research shows that OS has an important role in an enterprise to create AP, and the mediating role of WFC.

This study uses a new mediating variable outside of the existing literature on the mediation underlying the relationship between OS and AP. In particular, this study will investigate WFB mediation in FSS. The results of this study also specifically show that FSS has a positive effect on WFB and KA. In addition, this study resulted in FSS against OCB fully mediated by WFB and KA.

In this study, will deepen the evidence of previous research (Rhoades et al, 2001). That OS is a big influence in an organization. This study directly found that OS had a positive effect on AP (H1). This study found that the behavior of organizational support from companies or agencies towards the conditions of employees and their subordinates' families, can influence the behavior of subordinates or individuals who are not included in the job description, are not included in the formal reward system, a behavior that is voluntary and provides benefits in terms of performance. and psychological for the organization.

This study found that OS can cause AP and avoid WFC. Organizational support is an employee's belief that the organization where he works values his contribution and cares about his welfare as an employee (Rhoades et al, 2001). The perception that employees are valued by the organization strengthens employees' beliefs that the organization they live in will fulfill its obligation to recognize the attitudes and behavior of employees, giving them the rewards they

want. These rewards can be in informal forms such as awards and mentoring or formal such as promotions and salary increases (Wayne, et al, in Ardianto, 2009).

Based on the theory of Job-Resources Model (JD-R). this study found that OS had a positive effect on WFC (H2), AP had a positive effect on WFC (H3), finally WFB mediated the effect of OS on AP (H4). can shape the perception of his subordinates regarding organizational support can balance the WFC. Then, from the mediation role of WFC, it can be well known that why and how does OS affect AP.

Furthermore, this research can broaden understanding of human-centered leadership in forming WFB as in research (Ayuningtyas, L & Septarini, B.G 2013) and KA in research (Annita, et al 2020).

The results of this study empirically clarify the evidence that has been found by previous researchers, California (Yoonhee Park 2020). this finding also strengthens OS as one of the supporters to reduce the occurrence of WFC (Greenhaus, et al. 2012). This study also provides empirical support about the importance of organizational support in the form of OS to shape AP attitudes. Particularly in efforts to reduce WFC, balance between work-family roles, and form a positive attitude in all companies in Southeast Asia, especially in all organizations in Indonesia.

The findings in this study that explain WFC mediate OS and AP. Gives implications to the company to provide support and support to subordinates in order to avoid WFC on subordinates. And the formation of subordinates' voluntary spirit without having to think about rewards from the organization. Psychological characteristics such as OS that exist in the company will help subordinates to avoid WFC in all roles. So when the company has a policy to apply to support subordinates it will create AP in the subordinates, thus minimizing the opportunities for subordinates to leave the company.

Conclusion

This research provides a valuable contribution to a management. Especially on the topic of OS, AP and WFC. As well as studies on human resources. Based on the Job-Resources Model (JD-R), the findings of this study describe how and why WFC mediates OS and AP. The results of this study can also provide input to organizational management in running an organization, and know how important behavior is to support and care for subordinates to create AP and balance in all roles so as to avoid WFC in each individual. Then finally, the researcher hopes that this research can be a catalyst in giving more attention to further research from academics and practitioners in explaining the functions of OS and AP in organizations.

we also thank Universitas Lancang Kuning, Indonesia, for their assistance and support along the undertaken of this research.

Disclosure statement

No potential conflict of interest was reported by the authors.

References

Abdillah.M. 2020. Effects of Altruistic Leadership on Knowledge Hiding among Suborninates: Testing a Dual Mediation Mechanim. (Doctoral diseertation, Da-Yeh University. Taiwan). Retrieved from: https://hdl,handle.net/11296/q3e8uq

Ayuningtyas, L., & Septarini, B., G. (2013). Hubungan Family Supportive Supervision Behaviors Dengan Work Family Balance Pada Wanita Yang Bekerja. Jurnal Psikologi Industri Dan Organisasi , 2 (1).

Aryee, S., Srinivas, ES, & Tan, HH (2005). Ritme kehidupan: Anteseden dan hasil keseimbangan pekerjaan-keluarga pada orang tua yang bekerja. Jurnal Psikologi Terapan, 90, 132–146.

Behson, S.J. (2005). The Relative Contribution of Formal and Informal Organizational Work-Family Support. Journal of Vocational Behaviors 66 487-500.

Bartolome, F., & Evans, P. A. L. Professional lives versus private lives-Shifting patterns of managerial commitment. Organizational Dynamics, 1979, 7(4), 3- 29

Bartolome, F. Executives as human beings. Harvard Business Review, 1972, 50(6), 62-69.

Bimantara, D. B., Rahmat, A., & Heri, H. (2022). *Affective Commitment and Organizational Citizenship Behavior: Perceived Organizational Support as Mediation*.

Bohen, H. C., & Viveros-Long, A. Balancing jobs and family life: Do flexible work schedules help? Philadelphia: Temple University Press, 1981

Brief, A. P., Schuler, R. S., & Van Sell, M. Managing job stress. Boston: Little, Brown, 1981.

Crain, T. L., & Stevens, S. C. (2018). Family Supportive Supervision Behaviors: A Review and Recommendations for Research and Practice. Journal of Organizational Behavior, 1-20.

Cucuani, H., & Fitriyani, E. (2017). Hubungan Family Supportive Supervision Behaviors di Tempat Kerja dengan Work Family Enrichment pada Perempuan Bekerja. Marwah: Jurnal Perempuan, Agama dan Jender, 16(1), 1-12

Chin, W.W. (2010) How to Write Up and Report PLS Analyses. In: Esposito Vinzi, V., Chin, W.W., Henseler, J. and Wang, H., Eds., Handbook of Partial Least Squares: Concepts, Methods and Applications, Springer, Heidelberg, Dordrecht, London, New York, 655-690.

Charbonnier-Voirin, A.; El Akremi, A.; Vandenberghe, C. A multilevel model of transformational leadership and adaptive performance and the moderating role of climate for innovation. Group. Organ. Manag. 2010, 35, 699–726.

Cronshaw, S. F., & Jethmalani, S. (2005). The structure of workplace adaptive skill in a career inexperienced group. Journal of Vocational Behavior, 66, 45–65.

Demir, K. The e_ect of organizational justice and perceived organizational support on organizational citizenship behaviors: The mediating role of organizational identification. Eurasian J. Educ. Res. 2015, 15, 131–148.

Greenhaus, J. H., & Beutell, N. J. (1985). Sources of Conflict between Work and Family Roles. The Academy of Management Review. 10(1): 76. doi:10.2307/258214

Howard, J. H., (Cunningham, D. A., & Rechlnitzer, P. A. Work patterns associated with type A behavior: A managerial population. Human Relations, 1977, 30, 825-836.

Jundt, D.K.; Shoss, M.K.; Huang, J.L. Individual adaptive performance in organizations: A review. J. Organ. Behav. 2015, 36, S53–S71.

Jones, A. P., & Butler, M. C. A role transition approach to the stresses of organizationally-induced family role disruption. Journal of Marriage and the Family, 1980,42, 367-376

Kahn, R. L., Wolfe, D. M., Quinn, R., Snoek, J. D., & Rosenthal, R. A. Organizational stress. New York: Wiley, 1964.

Pleck, J. H., Staines, G. L., & Lang, L. Conflicts between work and family life. Monthly Labor Review, 1980, 103(3), 29-32.

Park, Yoonhee.; Lim, Doo Hun.; Kim, Woocheol.; Kang, Hana.; Organizational Support and Adaptive Performance:The Revolving Structural Relationships between Job Crafting,Work Engagement, and Adaptive Performance. 2020.

Rafida, T., Rahmat, A., & Seswandi, A. (2022). *Dukungan Sosial dan Komitmen Afektif Peran Mediasi Modal Psikologi. 1*(4), 299–310.

Rahmat, A. (2022). *Jurnal Manajemen dan Bisnis ETHICAL LEADERSHIP AND INNOVATIVE BEHAVIOUR : MEDIATION ROLE OF LEADER MEMBER EXCHANGE AND. 11*(1), 169–179.

Supriadi, J., Rahmat, A., & Seswandi, A. (2022). *Kepemimpinan Autentik dan Work-Family Balance : Peran Mediasi Modal Psikologis. 1*(3), 241–256.

Siti Asiah T. Pido, Manajemen Konflik Teori dan Aplikasi, Gorontalo: Pustaka Cendekia, 2014.

Saputra dan Supartha (2019). Pengaruh Budaya Organisasi Dan Dukungan Organisasi Terhadap Ocb Dimediasi Oleh Komitmen Organisasional. E-Jurnal Manajemen, Vol. 8, No. 12, 2019 : 7134-7153 DOI: https://doi.org/10.24843/EJMUNUD.2019.v08.i12.p12

Sofyan. 2014. Manajemen kinerja : performance managemen. Jember : STAIN Jember Press.

Wahyudi dan Rendi Salam. (2020). Komitmen Organisasi:Kajian manajemen Sumber Daya Manusia. Tangerang Selatan: IKAPI.