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Examining Perceived Organizational Support, Work-Life Balance, and Role Breadth Self-Efficacy in Predicting Employee Adaptive Performance

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Abstract

Objective: The study's purpose is to investigate the effect of perceived organizational support (POS) and work-life balance (WLB) on adaptive performance and examine the role of role breadth self-efficacy (RBSE) as mediation in the proposed research model.
Design/Methods/Approach: This study adopts a quantitative approach by distributing cross-sectional surveys of multi-sector employees. The collected data were assessed for model evaluation and structural equation model with SmartPLS 4 and tested with disjoint two-stage approach techniques. The study sample was collected from 230 respondents across various industrial sectors.
Findings: The results indicate that perceived organizational support and work-life balance have a positive direct effect on adaptive performance and a positive indirect effect through RBSE mediation.
Originality: This study makes several contributions to the literature on RBSE and adaptive performance, which has yet to be extensively proposed. Additionally, testing the indirect influence of POS and WLB on adaptive performance through RBSE, an area that has yet to be widely studied, emphasizes the prominent capabilities of RBSE as a mediator.
Practical/Policy Implications: This study suggests the importance of strategy and planning for organizations in the aspect of human resources to pay attention to expanding and broadening employee roles, which is key in improving adaptive performance. Then, the findings of this study can be a reference for various business organizations to raise concerns about WLB initiatives and interventions and consideration to improve organizational support for employee work effectiveness.

Keywords: Perceived organizational support, Work-Life balance, Role breadth self-efficacy, Adaptive performance, Effective institutions, Safe working environment.

JEL Classification: L2

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1. Introduction

The evolving nature of the business environment underscores the importance of employees possessing the capability to effectively manage emergencies, adapt swiftly, and tackle novel challenges. These competencies are increasingly vital for organizations (Park & Park, 2019). Unpredictable situations can range from small changes in the workplace, such as shifts in duties and the implementation of new procedures, to larger changes, like shifts in leadership and policies. Employees need to adapt and self-regulate in an unpredictable business environment (Marques-Quinteiro et al., 2019). These situations also signal that organizations must hire and develop employees who can effectively work as they adapt to changes (Park & Park, 2021).

Adaptive performance is a change-oriented behavior that emphasizes successfully accommodating the uncertainty of externally initiated change (Griffin et al., 2010). In other words, adaptive performance reflects the need to address employees' adaptability to changes in the work environment (Park & Park, 2019). Today's organizations emphasize adaptive performance to encourage diversity and openness and improve employee efficiency (Pradhan et al., 2017). In addition, high adaptive performance positively impacts employee work, such as handling work stress, capacity to cope with unpredictable situations in business, and ability to deal with uncertain work situations (Genty et al., 2017). Recent research suggests expanding the understanding of the mechanisms that influence adaptive performance through other factors that have not been empirically tested (Hamid, 2023; Jundt & Shoss, 2023). For this reason, this study seeks to fill the gap by proposing the influence of several factors, namely POS, WLB, and RBSE.

Park and Park (2021) explain that organizations can support and help employees develop capabilities such as adaptive performance. It implies that organizational support allows for shaping employee adaptive performance. Research conducted by Miprasadi et al. (2023) found that perceived organizational support (POS) positively affects adaptive performance in the context of regional civil servants. In addition, Sweet et al. (2015) found that POS has a direct influence that is not significant on adaptive performance. With few empirical studies on understanding the relationship between POS and adaptive performance also inconsistent, this study seeks to fill this knowledge gap. Considering that several studies have shown POS has a positive effect on various types of behavior in organizations, such as job performance (Na-Nan et al., 2019; Sharma & Biswakarma, 2020; Xiu et al., 2019), contextual performance (Aulia et al., 2022; Rubaca & Majid Khan, 2021), organizational citizenship behavior (Alshaabani et al., 2021; Gupta et al., 2016), innovative work behavior (Afsar &; Badir, 2017; Eliyana et al., 2020), and voice behavior (Abdullah et al., 2021; Bergeron & Thompson, 2020). The findings signal a possible prediction of the effect of POS on adaptive performance that will be tested in this study model.

In addition to POS, this study also examines the effect of perceived work-life balance (WLB) on *adaptive performance.* Employees who can cope and manage work roles and their families tend to sharpen skills such as adaptability (Khatri & Shukla, 2022). WLB may have the capacity to adapt such arrangements to take more account of employee needs in some circumstances (Lewis et al., 2017). In addition, individuals who experience role change have higher adaptive performance (Park & Park, 2019). The study by Hamid (2023) reveals that perceived WLB by employees can increase work performance as employees can reduce the conflict between work and life, focus on work better, and adapt to the work environment. Thus, this study assumes that when employees can manage professional and personal roles well, they tend to be more adaptive and can handle difficult situations. There have been many studies that reveal the effect of WLB on improving performance (Faisal et al., 2022; Susanto et al., 2022; Tamunomiebi & Oyibo, 2020), but evidence of the effect of WLB on adaptive performance specifically has not been revealed in empirical research. For this reason, it seeks to fill the gap to obtain evidence of the capabilities of WLB's effect on employee adaptive behavior in dynamic organizational situations.

This study tested the role-mediating effect of role breadth self-efficacy on the proposed model. Prior research has demonstrated that high levels of RBSE will boost employees' persistence, effectiveness, and responsiveness (Parker et al., 2010). Some studies also show that high RBSE can enhance adaptive performance (Cheah et al., 2019; Griffin et al., 2010). In addition, various studies have shown the mediating role of RBSE as an underlying mechanism or mediator in the relationship of various factors that shape positive behavior in the workplace (Han, 2020; Kang et al., 2022; Shin & Kim, 2015; Syamsudin et al., 2022). With support and evidence from previous studies, this study seeks to reconfirm the mediating capabilities of RBSE in the proposed model.

Overall, this study contributes to investigating the RBSE as a mediator which can maintain the effects of POS and WLB on adaptive performance. With limited theoretical support in constructing the tested effect (e.g., WLB on RBSE), the study is directed with a predictive rather than explanatory approach. Through a predictive approach, this study can provide novelty and insight related to constructing proposed models in organizational behavior. In addition, this study provides guidance and recommendations to HRM practitioners on concerns about WLB policies and organizational support in improving employee performance with business challenges faced with high adaptability. This study also seeks to offer insight into model testing findings that confirm various previous studies as well as theoretical support such as job demand resource (JDR) framework, spillover theory, self-efficacy theory (SET), self-enhancement processes, and organizational support theory, which is expected to provide novelty that answers the relevance of these various theories in empirical studies of contemporary organizational behavior. The research questions guiding this study are: (RQ1.) Do

POS, WLB, and RBSE positively affect adaptive performance? (RQ2.) Do POS and WLB have a positive effect on RBSE? (RQ3.) Does RBSE mediate the effects of POS and WLB on adaptive performance?

The following section in this study summarizes a literature review of previous research and the development of the hypotheses discussed and proposed. Then, the next section of this article provides methods that explain research approaches, procedures, measurements, and data analysis with the SEM-PLS. An explanation of the study's findings is given in the discussion section at the end, followed by conclusions.

2. Literature Review and Hypotheses Development

2.1 Perceived Organizational Support and Adaptive Performance

Perceived organizational support (POS) refers to employees' perceptions that the organization values their contributions and cares about their well-being (Eisenberger et al., 1986). According to organizational support theory (OST), perceived organizational support is closely related to organizational fairness, support from leaders, and human resource practices and work conditions (Eisenberger et al., 2020; Kurtessis et al., 2017). Moreover, POS implies a shared, general apprehension of the workplace that will frame employees' interpretations of situations in daily work, underpinned by social norms (Alnaimi & Rjoub, 2021).

Adaptive performance is an individual's capability to adapt to a dynamic situation at work (Hamid, 2023). Unlike performance in general, adaptive performance regards individuals' responsive or anticipatory behaviors toward changes affecting job-related tasks (Marques-Quinteiro et al., 2019). In other words, adaptive performance is crucial for employees to maintain successful performance in light of new or altered task demands, which may include the tasks themselves and other task-relevant aspects such as methods of accomplishing tasks and changing performance targets (Jundt & Shoss, 2023).

This study proposes that POS can improve employee adaptive performance. POS represents 'assurance that aid will be available from the organization when needed to carry out one's job effectively and to deal with stressful situations (Rhoades & Eisenberger, 2002). Considering that, the study assumes that high POS from employees enables them to show adaptive behavior in dealing with situations such as adaptive performance. Previous studies have shown that POS directly influences adaptive performance (Ardita & Nugrohoseno, 2023; Miprasadi et al., 2023; Park & Park, 2021). Employees who feel supported by the organization will be more adaptive. Aware that the organization pays attention to them, they then make an effort in providing the best for their organization, including the willingness to adapt to the situation (Ardita & Nugrohoseno, 2023). Referring to the job demand-resource (JDR) framework (Bakker & Demerouti, 2017), POS can act as a job resource that facilitates employees to show adaptive performance (Miprasadi et al., 2023). Based on evidence from several previous researches and theoretical support from the JDR framework, this study assumes that organizational support will be able to ease and help employees adapt in the face of changes in the work environment. Thus, the first hypothesis of the study is stated as follows:

H_1: *POS has a positive effect on adaptive performance.*

2.2 Work-Life Balance and Adaptive Performance

Work-life balance (WLB), according to Byrne (2005), is understood to be related to people having a measure of control over when, where, and how they work. It is realized when a person's right to a happy existence, both inside and outside the workplace, is acknowledged and upheld as the standard for the good of the person, the organization, and society. Furthermore, the meaning of the term WLB was taken as self-evident (Khatri & Shukla, 2022). Balance was rarely defined, but when it was, it was usually understood to mean that there was little to no friction or detrimental spillover between the work and family domains (Wayne et al., 2017).

In their research findings, Rashmi and Kataria (2022) showed that WLB initiatives and interventions offered by organizations can improve employee attitudes, behaviors, and organizational performance. It is made clear by Susanto et al.'s (2022) research that employees with a healthy WLB have improved job performance. There have been many studies that reveal the effect of WLB on improving performance (Faisal et al., 2022; Susanto et al., 2022; Tamunomiebi & Oyibo, 2020), but evidence of the effect of WLB on adaptive performance specifically has not been revealed in empirical research. For this reason, this study seeks to fill the gap to obtain evidence of the capabilities of WLB's effect on employee adaptive behavior in dynamic organizational situations. It is because perceived WLB by employees can increase work performance as employees can reduce the conflict between work and life, and they can focus on work better (Hamid, 2023).

This study proposes that perceived WLB can also improve employee adaptive performance. The spillover theory (Powell & Greenhaus, 2010) is the theoretical foundation for the relationship between WLB and adaptive performance. According to the spillover theory, employees carry their conditions from one area of life into other domains (Tamunomiebi & Oyibo, 2020). This allows employees who can balance work and life roles to handle themselves in constantly changing work situations. However, the study is aware that no empirical studies examine such effects. This

study assumes that employees who can cope with and manage work and family roles tend to sharpen adaptability skills (Khatri & Shukla, 2022). Moreover, WLB may be able to adapt such arrangements to take more account of employee needs in some circumstances ; Miprasadi et al., 2023). Based on evidence from several previous researches and theoretical support from the spillover theory, this study assumes that employees with a high WLB will tend to be adaptive in handling stress and job difficulties due to various changes in the workplace. Thus, the second hypothesis of this study is stated as follows:

H_2: *WLB has a positive effect on adaptive performance.*

2.3 Role Breadth Self-efficacy and Adaptive Performance

Role breadth self-efficacy (RBSE) is how people feel confident they can carry out a broader and more proactive role beyond traditional prescribed technical requirements (Parker, 1998). Furthermore, RBSE acts as a motivational state explained by employees who feel intrinsically motivated and attempt to meaningfully alter the self to contribute to the organization (Cheah et al., 2019; Fuller et al., 2012; Grant & Ashford, 2008). In other words, employees with RBSE tend to feel comfortable playing varied roles in the work environment and show competence, adjustment, extra effort, and activeness that contribute to the organization (Kang et al., 2022).

Various studies have shown that RBSE is an antecedent of proactive work behavior (Hwang et al., 2015; Peariasamy et al., 2020; Sonnentag & Spychala, 2012). It shows that employees with high RBSE are more convinced of successfully fulfilling broad roles and, therefore, the likelihood to carry out them proactively (Sonnentag & Spychala, 2012). Moreover, a recent study found that self-efficacy associated with intrinsic motivation positively impacts working hard and working smart (Good et al., 2022). That finding demonstrated that employees with broader skills, know-how, and ability to perform various jobs are typically adaptable, capable, and diligent.

Drawing on self-determination theory (SDT), Deci et al. (2017) asserts that individuals possess an innate drive for certain actions and behaviors (Vanasupa et al., 2010). This theory also explains that motivation has different underlying behavioral regulations and, as a consequence, different behaviors (Junça-Silva & Menino, 2022). In addition, self-efficacy theory (SET) highlights the important factors of an individual's perceptions of his/her capabilities as key determinants of successful outcomes such as performance (Bandura, 1977). With various explanations and supporting evidence, this study argues that "can do broader role" (RBSE) is necessary to promote adaptive performance—an employee must be flexible and adapt to new conditions as well (i.e., "reason to" adaptive motivation). Based on evidence from several previous researches and theoretical support from the SET, this study assumes that employees confident in performing different job roles will tend to display adaptive performance to deal with unpredictable situations by shifting focus and taking reasonable action. Thus, the third hypothesis of this study is stated as follows:

H_3: *RBSE has a positive effect on adaptive performance.*

2.4 Perceived Organizational Support and Role Breadth Self-efficacy

POS includes the overall support that the employees perceive they receive from their immediate coworkers, their manager, and other departments to effectively carry out their job responsibilities (Rhoades & Eisenberger, 2002). Through the self-enhancement processes, POS may enhance employees' self-efficacy and encourage using higher-level skills, producing greater intrinsic interest in work (Eisenberger et al., 2020). Studies have shown that POS can help employees foster resources like self-efficacy (Caesens & Stinglhamber, 2014; Musenze et al., 2020; Nikhil & Arthi, 2018). It shows that organizational support can facilitate employee self-enhancement and employee feelings regarding the capacity to complete their job effectively.

This study was interested in examining the direct effect of POS on other types of self-efficacy, such as RBSE, an extension based on self-efficacy (Axtell & Parker, 2003). However, this study acknowledges that there are no empirically supportive studies on the relationship between POS and RBSE. Theoretical guidelines, such as self-enhancement processes and OST (Eisenberger et al., 2020; Kurtessis et al., 2017), can underlie this proposed mechanism. Based on previous research evidence and theoretical support from the self-enhancement processes and OST, this study assumes that organizational support drives employee confidence to expand their job roles. Thus, the fourth hypothesis of this study is stated as follows:

H_4: *POS has a positive effect on RBSE.*

2.5 Work-Life Balance and Role Breadth Self-efficacy

WLB refers to how "an individual can adequately manage the multiple roles in their life, including work, family and other major responsibilities" (Rashmi & Kataria, 2022). According to the conservation of resources (COR) theory (Hobfoll, 1989), states and conditions are valued by individuals or act as a means for them to obtain valued objectives. So, it can be assumed that existing resources or WLB can bring additional resources. In other words, WLB is viewed as a major factor in stimulating favorable employee outcomes (Ali et al., 2022), an example of RBSE. Thus, employees with WLB have more self-efficacy in performing varied roles in the work environment.

This study is aware that no empirical studies examine the direct effect of WLB and RBSE. However, little evidence suggests that the relationship between WLB and self-efficacy can be interconnected (Pensar & Rousi, 2023). In

considering that proposition, this study aims to assess and predict the impact of WLB on RBSE. Furthermore, this study assumes that employees have a balance between their personal and professional lives, encouraging them to be more confident in playing and expanding their job roles. Thus, the fifth hypothesis of this study is stated as follows:

H_5: *WLB has a positive effect on RBSE.*

2.6 The Mediation Role of Role Breadth Self-efficacy

This study proposed and verified a cognitive mediating variable (i.e., RBSE) in the mechanism of influence of organizational factors (i.e., POS) and personal-situational resources (i.e., WLB) on predicting behavioral outcomes (i.e., adaptive performance). This study was aware that no supporting empirical finding was similar to the proposed mechanism. RBSE was found to have the capability of a mediation role in various previous studies (Caesens & Stinglhamber, 2014; Doğanülkü & Korkmaz, 2023; Han, 2020; Kang et al., 2022; Musenze et al., 2020; Syamsudin et al., 2022; Yang et al., 2022). Moreover, various studies state self-efficacy as a crucial mediation feature in predicting individuals' behaviors (Bandura, 1977; Gallagher, 2012; Gist & Mitchell, 1992).

Caesens et al. (2014) found that POS can reinforce employees' self-efficacy and increase their intrinsic interest in tasks. In addition, WLB also has an interconnection with self-efficacy (Pensar & Rousi, 2023), and, through spillover theory, this connection can lead to improved performance (Tamunomiebi & Oyibo, 2020). From the evidence of these empirical findings, this study proposes a shift in mechanisms that impact interest in dealing with, handling, and solving work situations rather than task performance. In other words, this mechanism underlying POS and WLB as strengths can be of help in meeting these performance requirements that go beyond the fulfillment of core technical activities (Genty et al., 2017; Miprasadi et al., 2023), and RBSE acts as energetic resource that broadens employees' thought-action repertoire (van Woerkom et al., 2016). In other words, the more employees feel supported by their organization and feel WLB, the more they develop a high RBSE and, consequently, the more they adapt to changing work situations. Furthermore, this study assumes that employee confidence in expanding their job roles bridges the support that comes from the organization and the conditions in which employees can balance professional and personal roles to improve adaptive performance to deal with unpredictable situations in the workplace. Thus, the sixth and seventh hypotheses of this study are stated as follows:

H_6: *RBSE mediates the effect of POS on adaptive performance.*
H_7: *RBSE mediates the effect of WLB on adaptive performance.*

Based on the hypotheses that have been described, the conceptual model in this study can be seen in Figure 1.

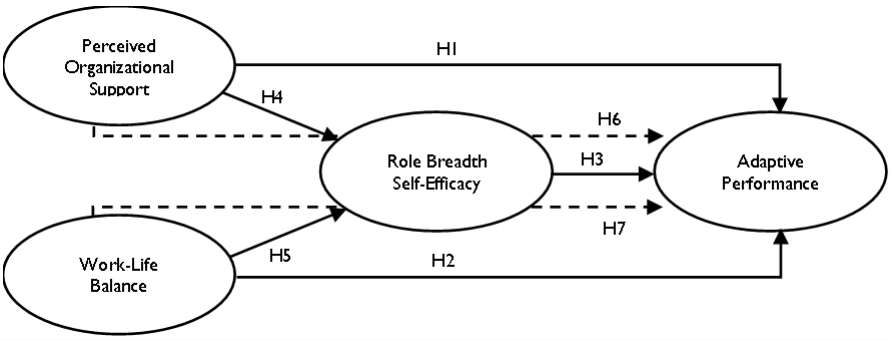

Figure1. Research Model

3. Method

3.1 Data Collection

An online survey utilizing a Google Form was used to collect data for this study. The online survey prepared for this study was disseminated via social media platforms like Facebook, X, and Instagram. The target of the online survey dissemination was employees in companies operating in Jakarta, Bekasi, Surabaya, Bandung, and Depok. The five cities represent four important provinces in the Indonesian economy, and all five are metropolitan cities in Indonesia. In addition, the five cities are industrial and business centers in their respective provinces and are the axis of the economy in Indonesia. Thus, the five cities determined in this study can represent various industrial multi-sectors in Indonesia.

In the process of disseminating, this online survey was posted by several social groups on Facebook, by several fellow researchers on Instagram, and reposted by several influencer accounts on X. These three platforms were chosen as a means of collecting data because they can increase the potential for data collection that is varied and reaches a wide range of respondents. Even so, data from the three social media platforms were examined with detailed and careful

observations to ensure that the respondents collected were representative and relevant as a sample of this study. Technically, this study used convenience sampling in the data collection procedure.

There were two main sections to the design of online surveys that had been designed. The first section contained questions regarding identity, including gender, age, education, tenure, status, work location, and industry sector. The second part contained questions from four variables totaling 31 items with answer choices using a seven-point Likert scale. Likert scale descriptions used for four variables are 1 = strongly disagree; up to 7 = strongly agree. Furthermore, the online questionnaire added three simple math questions (for example, what is the result of 2-1?) as an attention test for the respondents. If the respondent answers the attention test incorrectly, even if it is just one question, the respondent will be excluded from the data to be used.

The online survey distribution in this study was carried out cross-sectionally from December 1 to December 24, 2023. This study uses purposive sampling techniques to select samples that meet certain criteria and considerations (Hair et al., 2019; Sekaran & Bougie, 2016). The criteria set are employees who work in multi-sector companies in Jakarta, Bekasi, Surabaya, Bandung, and Depok with a minimum working period of two years. This is because employees with a working tenure of at least two years are more experienced, more mature, and have better attitudes toward their jobs and the workplace (Meyer et al., 2002).

Table 1. Characteristics of Respondents

Demography	Total	%
Gender		
Male	82	35.50%
Female	149	64.50%
Age		
<25 Years Old	37	16.02%
25-30 Years Old	71	30.74%
31-35 Years Old	22	9.52%
36-40 Years Old	50	21.65%
41-45 Years Old	51	22.08%
Education		
High school	26	11.26%
Diploma	13	5.63%
Bachelor	164	71.00%
Master	28	12.12%
Doctor		
Tenure		
2-5 Years	89	38.53%
6-10 Years	34	14.72%
11-15 Years	25	10.82%
>15 Years	83	35.93%
Status		
Single	41	17.75%
Married	179	77.49%
Divorce	11	4.76%
Location		
Jakarta	48	20.78%
Bekasi	42	18.18%
Surabaya	49	21.21%
Bandung	45	19.48%
Depok	47	20.35%
Industry Sector		
Education	54	23.38%
Finance & Banking	36	15.58%
Technology	23	9.96%
Public Sector	21	9.09%
Health	11	4,76%
Service	48	20,78%
Distribution	9	3.90%
Retail	12	5.19%
Others	17	7.36%

The data obtained from the results of the dissemination of the online survey amounted to 282 respondents. After the screening process, 52 (18.4%) respondents failed to fill out one to three attention test questions and were excluded from the sample of respondents for data testing. In the end, the data that met the criteria and was eligible for testing were 230 respondents (81.6%). Full information on the demographics and characteristics of the respondents tested and analyzed can be seen in Table 1. Respondents were dominated by female employees, amounting to 149 respondents (64.50%). The age of respondents was dominated by the category of 25-30 years, which amounted to 71 respondents (30.74%). The education level of respondents was dominated by the bachelor level, which amounted to 164 respondents (71.00%). The working period of respondents was dominated by the 2–5-year category, which amounted to 89

respondents (38.53%), with employees' status dominated as married amounted to 179 respondents (77.49%). Furthermore, distribution respondents in this study were employees working in the Surabaya, which amounted to 49 respondents (21.21%), Jakarta with 48 respondents (20.79%), Depok with 47 respondents (20.35%), Bandung with 45 respondents (19.48%), and Bekasi with 42 respondents (18.18%). In other words, the distribution of respondents' work locations in the five cities is more than 40 employees and almost equal. Then, the industrial sector of respondents collected in this study is at the highest amount (>20%), which is the education sector, as many as 54 respondents (23.38%), and the service sector, as many as 48 respondents (20.78%). Thus, the majority of the sample in this study represents female employee respondents aged 25-30, with bachelor's education, 2-5 years of work experience, and are married. Most respondents are also almost evenly distributed in five major cities in Indonesia.

3.2 Measurement

This study uses four variables: POS and WLB as predictor variables, RBSE as a predictor and mediator variable, and adaptive performance as a predicted variable. These four research variables' measurement instruments are modified from previous studies translated into Indonesian. The POS measurement instrument consists of eight unidimensional items adapted from Eisenberger et al. (1997), with two reverse items retained. Furthermore, the instrument used to measure WLB was adapted from Taşdelen-Karçkay and Bakalım (2017), which contains eight unidimensional items. RBSE is measured through an instrument adapted from Parker et al. (2006) containing seven unidimensional items. In predicted variables, adaptive performance was measured using instruments adapted from Marques-Quinteiro et al. (2019). There are four dimensions in adaptive performance, including solving problems creatively (2 items), dealing with uncertain and unpredictable work situations (2 items), Learning work tasks, technologies, and procedures (2 items), and handling work stress (2 items). All items are measured on a seven-point Likert scale (strongly disagree – strongly agree). In addition, because all variables are designed to obtain answers that are respondents' perceptions, this study set that all variable constructs are reflective model measurements (Hair et al., 2022). Full information on operational definitions and measurement items can be seen in Table 2.

3.3 Data Analysis

This study used partial least squares-structural equation modeling (PLS-SEM) as an analysis technique using SmartPLS 4 software. PLS-SEM is a variance-based statistical method that simultaneously tests measurement models followed by structural model testing (Hair et al., 2014; Legate et al., 2021). The PLS-SEM technique was employed in this study because it provides a superior method for regression analysis when evaluating mediation (Hair et al., 2019). Furthermore, PLS-SEM provides causal-predictive power, which strikes a balance between explanations and predictions and is well-suited to the contemporary research environment, which is concerned with generating managerial recommendations in addition to confirming theoretical models (Chin et al., 2020; Hair & Sarstedt, 2021).

Model testing used a disjoint two-stage approach (Becker et al., 2023), which used only the lower-order components of a higher-order construct in its first stage to compute the construct scores, which served as indicators of the higher-order component in the second stage (Hair et al., 2022). In the first stage, variables that contained dimensions were separated as each construct, and the resulting latent variable score dimensions were calculated using the PLS algorithm. Afterward, in the second stage, latent variable scores resulting from each dimension were constructed as indicators of the core variable's construction. In other words, first-stage measurement compressed dimension indicators into a single item as indicators in the second stage (van Riel et al., 2017). It should be underlined that, in the disjoint two-stage approach, all unidimensional variables were constructed equally in both conducted stages. Thus, the two-stage approach made it possible to place the entire dimension of the variable under test in an endogenous position in the structural model (Becker et al., 2023; Hair et al., 2022).

During testing with the PLS-SEM technique, the measurement model included three stages of analysis: model specification, outer model evaluation, and inner model evaluation (Hair et al., 2014). The model specification was carried out through a modeling process by identifying the constructs and then postulating the relationship between these constructs both in the measurement (outer) model and the structural (inner) model (Hair & Alamer, 2022). This study conducted two model specifications following a disjoint two-stage approach. The next analysis stage was done with outer model evaluation through two model specifications to test the validity and reliability of data consisting of convergent validity, discriminant validity, indicator reliability, and internal consistency reliability (Hair et al., 2022). However, the results of the two model specifications were the same in unidimensional constructs (POS, WLB, and RBSE). The inner model evaluation stage has the following steps to assess the structural model: (1) examine the model for collinearity; (2) evaluate the size and significance of the paths; (3) assess the coefficient of determination (R^2) and effect size (f^2); (4) examine out-of-sample predictive power (Q^2), using the PLS $_{predict}$ method (Hair & Alamer, 2022; Hair et al., 2022).

The bootstrapping feature set inner model evaluation with percentile bootstrap with 10.000 subsamples. This choice was determined because the percentile method excels in terms of coverage and balance, producing comparably narrow confidence intervals (Hair et al., 2022). Furthermore, This research followed suggestions from various studies,

which reveal that more subsamples are better, and it is recommended to use a subsample of 5000 to 10000 (Cheah et al., 2021; Hair et al., 2022; Rasoolimanesh et al., 2021). The hypothesis testing of direct and indirect influence was identified by looking at the t-value and p-value with significance provisions if the t-value > 1.645 (one-tailed) and p-value < 0.05 (5%) (Benitez et al., 2020; Hair et al., 2019, 2022). The mediation hypothesis was identified by analysis of the classifying types of mediation according to Zhao et al. (2010), namely complementary, competitive, indirect-only, direct-only, and no-effect.

Table 2. Operational Definitions & Measurement Items

Construct	Operational Definition	Indicator	Measurement Item	Source
Perceived Organizational Support	Employees' perception of support and care from their organization that contributes to their work and personal needs.	POS1	My organization strongly considers my goals and values.	Eisenberger et al. (1997)
		POS2	My organization cares about my well-being.	
		POS3	My organization shows very little concern for me. ®	
		POS4	My organization would forgive an honest mistake on my part.	
		POS5	My organization cares about my opinions.	
		POS6	If given the opportunity, my organization would take advantage of me. ®	
		POS7	Help is available from my organization when I have a problem.	
		POS8	My organization is willing to help me when I need a special favor.	
Work-Life Balance	Employees' perception of self-state to balance roles in work and personal life	WLB1	I can satisfy my own needs and the needs of the important people in my life.	Taşdelen-Karçkay & Bakalım (2017)
		WLB2	I can manage my roles related to family and professional life in a balanced manner.	
		WLB3	I can make enough time for myself by preserving the balance between my professional life and family life.	
		WLB4	I feel loyal to my roles in my professional life and family.	
		WLB5	I manage my professional and family life in a controlled manner.	
		WLB6	I successfully balance my multiple life roles (employee/spouse/mother, father, etc.).	
		WLB7	I can deal with situations that occur due to conflict between my roles, which are specific to my professional and family life.	
		WLB8	I am equally content with my roles in my family and professional life.	
Role Breadth Self-Efficacy	Employee perception related to efficacy and confidence in expanding job roles to meet situational needs within the organization	RBSE1	Presenting information to a group of colleagues.	Parker et al. (2006)
		RBSE2	Helping to set targets in your area.	
		RBSE3	Designing new procedures for your work area.	
		RBSE4	Contacting people outside the company (e.g., customers) to discuss problems.	
		RBSE5	Analyzing a long-term problem to find a solution.	
		RBSE6	Representing your work area in meetings with senior management.	
		RBSE7	Visiting people from other departments to suggest doing things differently.	
Adaptive Performance	Employee perception of self-ability and behavior in dealing with work dynamics adaptively and agilely			Marques-Quinteiro et al. (2015)
Solving problems creatively		AP1	I find innovative ways to deal with unexpected events.	
		AP2	I use creative ideas to manage incoming events.	
Dealing with uncertain and unpredictable work situations		AP3	I devise alternative plans in a very short time to cope with new task demands.	
		AP4	I adjust and deal with unpredictable situations by shifting focus and taking reasonable action.	
Learning work tasks, technologies, and procedures		AP5	Periodically, I update technical and interpersonal competencies to help us better perform the tasks we are enrolled in.	
		AP6	I search and develop new competencies to deal with difficult situations.	
Handling work stress		AP7	I remain calm and behave positively under highly stressful events.	
		AP8	I maintain focus when dealing with multiple situations and responsibilities.	

4. Result and Discussion

This study used partial least squares-structural equation modeling (PLS-SEM) as an analysis technique using SmartPLS 4 software. PLS-SEM is a variance-based statistical method that simultaneously tests measurement models followed by structural model testing (Hair et al., 2014; Legate et al., 2021).

4.1. Measurement Model

For the measurement model in the first stage, Table 3 reports good validity and reliability from the model specified. Internal consistency reliability reported all unidimensional constructs (POS, WLB, and RBSE) and dimensional constructs of adaptive performance (solving problems creatively; dealing with uncertain and unpredictable work situations; learning work tasks, technologies, and procedures; and handling work stress) showed Cronbach's alpha value (0.790-0.945) and composite reliability (0.905-0.955) > 0.7. Then, the outer loading of all indicators shows the result (0.781-0.941) > 0.5. Further, the AVE value of each construct reported the perceived organizational support, work-life balance, role breadth self-efficacy, and four adaptive performance dimension (0.653-0.725) > 0.5. Thus, latent variable scores from four adaptive performance dimensions in the first-stage measurement model are feasible for building a second-stage measurement model.

Table 3. First Stage Measurement Model

Construct	Indicator	First Stage				
		Mean	Outer Loadings	Cronbach's Alpha	Composite Reliability	AVE
Perceived Organizational Support	POS1	5.117	0.819	0.945	0.955	0.725
	POS2	5.108	0.905			
	POS3	5.212	0.867			
	POS4	5.156	0.804			
	POS5	5.208	0.885			
	POS6	5.416	0.800			
	POS7	5.139	0.832			
	POS8	5.346	0.892			
Work-Life Balance	WLB1	5.736	0.637	0.941	0.930	0.653
	WLB2	5.918	0.829			
	WLB3	5.792	0.842			
	WLB4	6.061	0.882			
	WLB5	5.844	0.891			
	WLB6	5.792	0.898			
	WLB7	5.823	0.890			
	WLB8	5.697	0.853			
Role Breadth Self-Efficacy	RBSE1	5.879	0.793	0.912	0.952	0.713
	RBSE2	5.524	0.781			
	RBSE3	5.545	0.847			
	RBSE4	5.567	0.822			
	RBSE5	5.541	0.824			
	RBSE6	5.407	0.795			
	RBSE7	5.286	0.794			
Adaptive Performance						
Solving problems creatively	AP1	5.481	0.941	0.842	0.926	0.863
	AP2	5.563	0.917			
Dealing with uncertain and unpredictable work situations	AP3	5.463	0.901	0.790	0.905	0.826
	AP4	5.524	0.917			
Learning work tasks, technologies, and procedures	AP5	5.667	0.914	0.818	0.917	0.846
	AP6	5.749	0.926			
Handling work stress	AP7	5.641	0.904	0.808	0.912	0.838
	AP8	5.887	0.927			

Similar to the first stage, the second stage test model was found satisfactory in terms of the validity and reliability of the transformed specification model (see Table 4). Latent constructs of adaptive performance (Solving problems creatively; Dealing with uncertain and unpredictable work situations; Learning work tasks; technologies and procedures; Handling work stress) show Cronbach's alpha value (0.876) and composite reliability (0.915) > 0.7. Then, the outer loading of adaptive performance latent indicators shows results (0.787-0.899) > 0.5 and an AVE value of 0.730. The second-stage test results found no significant changes in the validity and reliability of the three unidimensional variables (POS, WLB, and RBSE). In the second stage test, three unidimensional variables showed Cronbach's alpha value (0.912-0.945) and composite reliability (0.929-0.955) > 0.7. The outer loading of all indicators of three unidimensional variables still shows satisfactory results (0.641-904) > 0.5.

The discriminant validity results in the second stage measurement model (see Table 5) show that the Fornell-Larcker criterion, the square root of the average variance extracted for each construct, is greater than the correlation between the construct and any other construct. Moreover, the heterotrait-monotrait values (HTMT) show all below 0.9, thus indicating that the discriminant validity in the second stage measurement model is satisfactory. In addition, all VIF values, both inner and outer, show > 10, which shows that the model specification is free from multicollinearity.

Thus, the results of internal consistency reliability, indicator reliability, convergent validity, discriminant validity, and free from common method bias indicate that the second stage measurement model in this study is qualified for further analysis.

Table 4. Second Stage Measurement Model

Construct	Indicator	First Stage				
		Mean	Outer Loadings	Cronbach's Alpha	Composite Reliability	AVE
Perceived Organizational Support	POS1	5.117	0.818	0.945	0.955	0.725
	POS2	5.108	0.904			
	POS3	5.212	0.866			
	POS4	5.156	0.804			
	POS5	5.208	0.885			
	POS6	5.416	0.803			
	POS7	5.139	0.832			
	POS8	5.346	0.892			
Work-Life Balance	WLB1	5.736	0.641	0.941	0.952	0.713
	WLB2	5.918	0.830			
	WLB3	5.792	0.841			
	WLB4	6.061	0.881			
	WLB5	5.844	0.890			
	WLB6	5.792	0.897			
	WLB7	5.823	0.891			
	WLB8	5.697	0.852			
Role Breadth Self-Efficacy	RBSE1	5.879	0.797	0.912	0.929	0.653
	RBSE2	5.524	0.783			
	RBSE3	5.545	0.845			
	RBSE4	5.567	0.822			
	RBSE5	5.541	0.823			
	RBSE6	5.407	0.794			
	RBSE7	5.286	0.791			
Adaptive Performance				0.876	0.915	0.730
	Solving problems creatively	-0.152	0.859			
	Dealing with uncertain and unpredictable work situations	0.026	0.868			
	Learning work tasks, technologies, and procedures	0.000	0.899			
	Handling work stress	0.199	0.787			

Table 5. Second Stage Discriminant Validity

	Fornell-Larcker Criterion				Heterotrait-Monotrait Ratio			
	POS	**WLB**	**RBSE**	**AP**	**POS**	**WLB**	**RBSE**	**AP**
POS	0.851	0.337	0.296	0.356				
WLB		0.844	0.445	0.635	0.356			
RBSE			0.808	0.661	0.308	0.468		
AP				0.855	0.385	0.688	0.729	

Note:
POS: Perceived Organizational Support WLB: Work-Life Balance
RBSE: Role Breadth Self-Efficacy AP: Adaptive Performance

4.2. Structural Model

The structural equation model results reported that adaptive performance has an R^2 of 0.588 and a Q^2 of 0.414. Moreover, the role breadth self-efficacy shows R^2 of 0.222 and Q^2 of 0.135. Thus, both reported acceptable explanatory power in social science research (Ozili, 2022) and indicated that the exogenous constructs have predictive relevance for the endogenous construct under consideration (Hair et al., 2011, 2022). Furthermore, the effect size f^2 results on the five direct effects in the model showed results that varied between medium and large effects. A medium effect (0.15) is generated on POS→adaptive performance. Meanwhile, medium effects (>0.35) are shown by other direct influences (see Table 6).

Table 6. Predictive Power, Predictive Relevance, and Effects Size

Dependent Variable	R^2	f^2			Q^2
		POS	**WLB**	**RBSE**	
AP	0.588	0.015	0.299	0.393	0.414
RBSE	0.222	0.031	0.173		0.135

The path coefficient and specific indirect effects show that all the study's hypotheses are supported (see Table 7 and Figure 2). The direct effects test showed that H_1 was supported (β = 0.086, t = 1.746, p<0.05), H_2 was supported (β = 0.404, t = 7.531, p<0.05), H_3 was supported (β = 0.456, t = 8.683, p<0.05), H_4 was supported (β = 0.164, t = 2.626, p<0.05), and H_5 was supported (β = 0.390, t = 5.932, p<0.05). Moreover, indirect effects testing showed that H_6 was supported (β = 0.075, t = 2.445, p<0.05) and H_7 was supported (β = 0.178, t = 5.075, p<0.05).

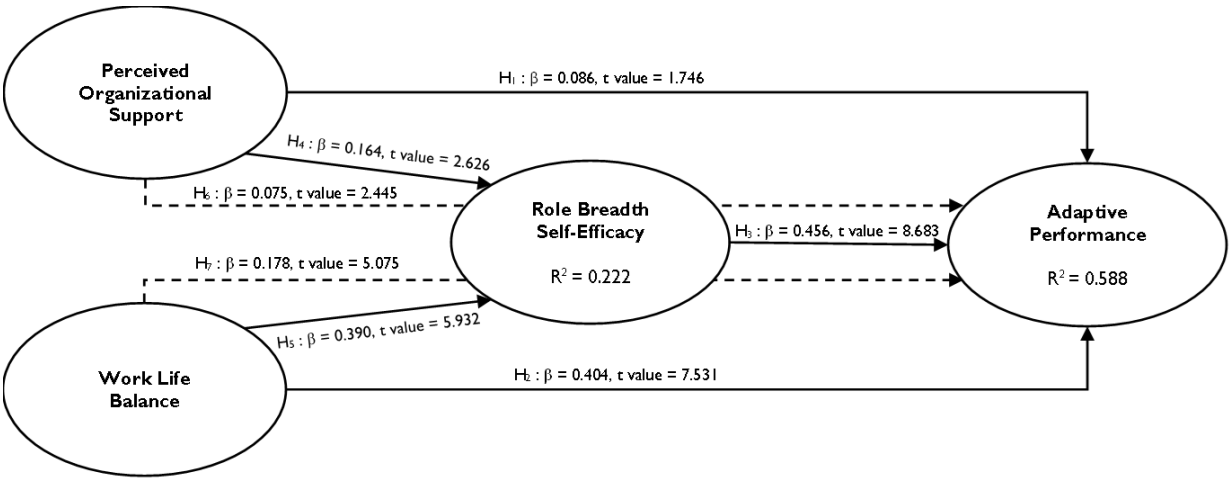

Figure 2. *Structural Model*

Table 7. Hypothesis Test Result

Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values	Hypothesis
POS → AP	0.086	0.085	0.049	1.746*	0.040	H_1 supported
WLB → AP	0.404	0.403	0.054	7.531**	0.000	H_2 supported
RBSE → AP	0.456	0.457	0.053	8.683**	0.000	H_3 supported.
POS → RBSE	0.164	0.165	0.063	2.626**	0.004	H_4 supported
WLB → RBSE	0.390	0.398	0.066	5.932**	0.000	H_5 supported
POS → RBSE → AP	0.075	0.076	0.031	2.445**	0.007	H_6 supported. Complementary Mediation
WLB → RBSE → AP	0.178	0.182	0.035	5.075**	0.000	H_7 supported. Complementary Mediation

Note:
POS: Perceived Organizational Support WLB: Work-Life Balance
RBSE: Role Breadth Self-Efficacy AP: Adaptive Performance

**: significant at the 0.01 level *: significant at the 0.05 level n.s.: not significant at the 0.05 level

4.3. Discussion

The first finding of this study reported that the POS has a positive direct effect on adaptive performance. This finding confirms the results of various previous studies (Ardita & Nugrohoseno, 2023; Miprasadi et al., 2023; Park & Park, 2021), which state that organizations can support and help employees to develop capabilities such as adaptive performance. On the other hand, these findings contradict the results of the study by Sweet et al. (2015), which states that the direct influence between POS and adaptive performance is not significant and will only be significant with certain conditions. This is because employees who feel valued by the organization will be more adaptable since they know that their employer values them and wants the best for their job, including adapting when necessary (Miprasadi et al., 2023). Furthermore, these findings also confirm JDR theory (Bakker & Demerouti, 2017), where POS plays a role as a job resource that facilitates employees to show adaptive performance (Miprasadi et al., 2023). In a more practical sense, these findings predict that employees who feel that the organization cares about their well-being encourages those employees to thrive on a willingness to develop and learn new competencies to deal with difficult situations.

Second, this study further demonstrated that WLB has a positive direct effect on adaptive performance. It proves the claim that WLB can improve employee behavior (Rashmi & Kataria, 2022), such as adaptive performance. In other

words, employees who experience a healthy WLB and can reduce conflict in both personal and work life, in turn, will encourage increased work performance (Susanto et al., 2022) and focus on working better (Hamid, 2023) in line with the dynamics of the situation in the organization. This finding also confirms spillover theory (Powell & Greenhaus, 2010) as a theoretical foundation for the relationship between WLB and adaptive performance. WLB is a condition that creates adaptive ways of reducing conflict between personal and work life, which, in turn, becomes a drive to adaptive performance in the workplace (Tamunomiebi & Oyibo, 2020). Contextually, these findings predict that employees who are successful at creating a balance between multiple life roles can be a stepping stone for these employees to thrive in the face of different situations with a willingness to develop and learn new competencies.

Third, this study found that RBSE has a positive direct influence on adaptive performance. It shows that employees with high RBSE are more convinced of successfully fulfilling broad roles and, therefore, have the likelihood to carry out broad roles proactively (Sonnentag & Spychala, 2012) and be adaptive in the face of changing working conditions. This finding proves that RBSE shapes working hard and working smart (Good et al., 2022) as an adaptive way of dealing with changing working conditions. Furthermore, this finding matches SDT (Deci et al., 2017), which asserts that individuals possess an innate drive for certain actions and behaviors (Vanasupa et al., 2010). It demonstrates that employees with high RBSE will be motivated to take on more and more roles and that if organizational conditions change, these broad roles will be encouraged to become more adaptable and they can handle the situation. In addition, this finding also confirms SET (Bandura, 1977) which emphasizes that the important factors of an individual's perception of his or her abilities (i.e., RBSE) are the main determinants of the success performance outcomes (i.e., adaptive performance). In other words, this study found that "can do broader role" (RBSE) is necessary to promote adaptive performance—employees must be flexible and adapt to new conditions as well (i.e., "reason to" adaptive motivation). Thus, this finding predicts that employees who feel able to design new procedures when dealing with changing situations in the workplace tend to be willing to develop and learn new competencies in line with designing these new procedures.

Fourth, the findings of this study report that POS has a positive direct effect on RBSE. This finding explains the mechanisms of the self-enhancement process (Eisenberger et al., 2020), by which employees feel that the organization cares and pays attention to their work, broadly fostering greater self-efficacy in work roles. In other words, this finding provides organizational support that aligns with the breadth of roles that employees can work on. On the other hand, employees' perceived lack of organizational support limits how they can play various roles on the job. In a more practical sense, these findings predict that employees who feel that the organization cares about their well-being encourages those employees to have confidence in expanding job roles.

Fifth, another study finding also shows that WLB has a positive direct influence on RBSE. This finding has predicted and proven a link between WLB and RBSE, as Pensar and Rousi (2023) alleged, which states there is an interconnection between the two variables. In addition, the findings show a positive direct influence of WLB on RBSE. It also supports the statement of Ali et al. (2022) that WLB is viewed as a major factor to stimulate favorable employee outcomes, such as employees who have high self-efficacy in performing various job roles. It explains that employees who can resolve constraints in their roles at work and in their personal lives tend to feel confident in expanding various roles. Empirically, these findings predict that employees who successfully balance multiple roles tend to have high efficacy and confidence in expanding job roles to meet situational needs within the organization.

This study aims to predict the indirect relationship or the mediating role of RBSE. The sixth finding showed that RBSE can mediate the positive impact of POS on adaptive performance. It confirms the findings of Caesens et al. (2014) that POS can reinforce employees' self-efficacy and increase their intrinsic interest in their tasks. This finding even strengthens the understanding that POS can also reinforce employees' broader self-efficacy and, in turn, cause adaptive performance to be shown by employees. These findings suggest that RBSE mediation amplifies the effect of POS in improving adaptive performance. In other words, the more employees feel supported by their organization, the more they develop a high RBSE and, consequently, the more adaptive they become to dealing with changing work situations. In addition, this study shows that RBSE has a capability as a mediator, as shown by various previous studies (Caesens & Stinglhamber, 2014; Doğanülkü & Korkmaz, 2023; Han, 2020; Kang et al., 2022; Musenze et al., 2020; Syamsudin et al., 2022; Yang et al., 2022). Empirically, these findings predict that employees who feel that the organization cares about its goals and values tend to have high efficacy and confidence in expanding job roles and, in turn, adjust and deal with unpredictable situations by shifting focus and taking reasonable action.

Furthermore, the indirect influence testing of this study also found that RBSE could mediate the positive effects of the influence of WLB on adaptive performance. It confirms the spillover theory (Tamunomiebi & Oyibo, 2020), where the findings show that employees carry over their WLB to increase RBSE and foster adaptive performance. It also explains RBSE as a complementary mechanism to the WLB and adaptive performance relationship. However, the findings of this study show the capability of RBSE as an antecedent and a mediator of adaptive performance and recognize that RBSE acts as an energetic resource that broadens employees' thought-action repertoire (van Woerkom et al., 2016). This finding demonstrates that employees who can resolve constraints in roles in work and personal life tend to feel confident to expand various roles in their work and, in turn, to improve adaptive performance in the workplace. Empirically, these findings predict that employees who successfully balance their work and personal roles tend to be more willing to expand their job responsibilities. In turn, it may encourage behaviors such as adapting to and dealing with unpredictable situations by shifting focus and taking reasonable actions.

5. Conclusion

This study provides insights into how organizations can drive adaptive performance in the work environment. Through POS as an organizational factor, conditional factors such as WLB, and individual mechanism factors such as RBSE, this research seeks to test the constellation of proposed models with the support of various previous studies. The findings of this study suggest that RBSE is a mediator in the influence between POS and WLB on adaptive performance.

The findings of this study predict that the availability of organizational support for employees, along with the balance of employees' professional and personal roles and high confidence in employees to expand their job roles, can improve adaptive employee performance in the workplace. This finding suggests that organizations constantly strengthen support, pay attention to employee WLB, and provide opportunities for employees to perform various roles on the job to improve adaptive performance in dealing with various organizational changes.

The findings of this study confirm various theories, such as the job demand resource (JDR) framework, spillover theory, self-efficacy theory (SET), self-enhancement processes, and organizational support theory in the proposed model. It shows that these various theories are relevant and exist in the multi-organization context, as well as empirical model testing in this study. Furthermore, this study makes several contributions to the literature on RBSE and adaptive performance, which has yet to be extensively proposed. Additionally, testing the indirect influence of POS and WLB on adaptive performance through RBSE, an area that has yet to be widely studied, emphasizes the prominent capabilities of RBSE as a mediator.

In addition, the findings of this study provide recommendations for organizations, especially in Indonesia, to improve WLB initiatives and interventions and increase organizational support for increased opportunities for employees to expand their capabilities and learn new competencies. That way, organizations can become more agile in a fast-changing business environment. Thus, this study suggests the importance of strategy and planning for organizations in the aspect of human resources to pay attention to expanding and broadening employee roles, which is key in improving adaptive performance. Then, the findings of this study can be a reference for various business organizations to raise concerns about WLB initiatives and interventions and consideration to improve organizational support for employee work effectiveness.

However, this study has several limitations that should be considered for future research. First, the cross-sectional nature of the collected data limits the ability to make causal claims based on the study's results. Second, reliance on self-assessed adaptive performance ratings introduces the possibility of respondents being overconfident in their assessments. Third, the study lacks consideration of control variables such as status, gender, and age, which could provide a more nuanced analysis. Therefore, it is suggested that future research addresses these limitations by conducting longitudinal studies, such as distributing questionnaires in two or three waves for testing in time lag or cross-lag analyses. This approach can yield more in-depth and insightful results (Law et al., 2016). Future research could also explore alternative performance measures, such as supervisor ratings, peer assessments, and aggregate performance appraisals from superiors and subordinates. It would contribute to a more balanced and objective evaluation of job performance, although it may come with challenges such as data collection timelines, missing data, and assessment bias.

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Author Contribution

Author 1: conceptualization, writing original draft, data curation, formal analysis, investigation, methodology. Author 2: formal analysis, supervision, validation

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Conflict of Interest

The authors declare that the research was conducted without any commercial or financial relationships that could potentially create a conflict of interest.

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