

---

## The Influence of Individual Adaptability and Perceived Organizational Support on Performance Through Organizational Commitment in The Family Support Team in Lamongan Regency

Sinta Kurniasari<sup>1</sup>, Ida Aju Brahmasari<sup>2</sup>, I Dewa Ketut Raka Ardiana<sup>3</sup>  
1, 2, 3 Faculty of Economics and Business, Universitas 17 Agustus 1945  
Surabaya, Indonesia

Received: August, 2024; Accepted: August, 2024; Published: November, 2024  
Permalink/DOI:

---

### Abstract

The Family Support Team is an organization consisting of Midwives, PKK Cadres and Family Planning Cadres, duty for carrying out family support in reducing the prevalence of stunting. This research aims to prove and analyze the influence of individual adaptability and perceived organizational support on performance through organizational commitment in the Lamongan Regency Family Support Team. The approach in research uses a quantitative approach. Total sample was 354 respondents from a total population of 3.108 people, using proportional random sampling technique. The data collection technique using questionnaire via Google form which was distributed to members of the Family Support Team in Lamongan Regency. Testing was carried out using the SEM-AMOS statistical technique on the 5 proposed hypotheses.

The results of this research show that: (1) Individual adaptability has significant effect on organizational commitment, (2) Individual adaptability has significant effect on member performance, (3) Perceived organizational support has significant effect on organizational commitment, (4) Perceived organizational support has significant effect on member performance, (5) Organizational commitment has significant effect on member performance of Family Assistance Team members in the Regency Lamongan.

**Keywords:** *Individual Adaptability, Perceived Organizational Support, Organizational Commitment, Performance*

---

### INTRODUCTION

The Family Assistance Team consists of midwives, PKK cadres and family planning cadres whose task is to carry out family assistance in reducing the prevalence of stunting. In 2022, the prevalence of stunting in Lamongan Regency is still high and ranks 5th highest in East Java, so the performance of the Lamongan Regency Family Assistance Team members needs to be studied further. According to Laili et al (2022), the role of the Family Assistance Team is as the main human resource which is very necessary in efforts to prevent and assist stunting targets.

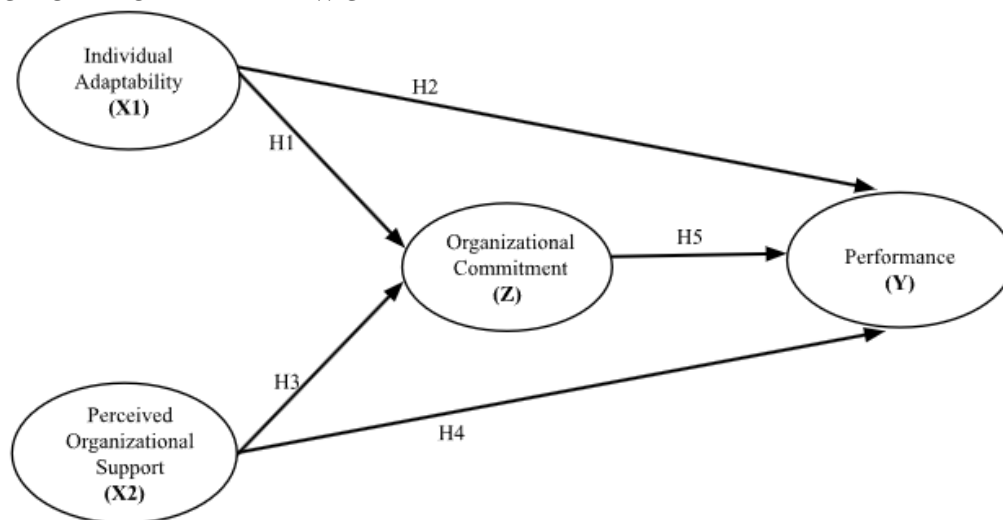
Family Support Team, which formed in 2021, the members need adaptation in completing their duties and responsibilities. The adaptability of Family Assistance Team members in adjusting their tasks needs to be a concern, because it can affect the performance of the members and the team. Individual adaptability is a predictor factor that has a strong influence on individual performance and work performance (Murphy, 2015).

The perception of organizational support felt by members of the Family Support Team can ultimately become the basis for the organization to increase the commitment and performance of its members. Perceived Organizational Support will have a direct relationship with the performance of employees or organizational members. Because through the perception of organizational support, it will create organizational justice, which is able to encourage members to provide their best performance for the organization (Biswas & Kapil, 2017).

In achieving organizational goals, Family Support Team members must have a strong commitment to always be tied to the team. The attachment and willingness of members in the team is manifested in organizational commitment. Organizational commitment shows a strong role in creating better member performance. Because with this commitment, members have stronger beliefs and high devotion which have an impact on their performance (Chiu et al., 2020).

Research purposes is to determine and examine the influence of individual adaptability and perceived organizational support on member's performance with organizational commitment as the mediation in Lamongan Regency Family Support Team.

### **CONCEPTUAL FRAMEWORK**



**Figure 1. Conceptual Framework**

Based on the conceptual framework above, the research hypothesis is as follows:

- H1: Individual adaptability has a significant effect on organizational commitment among members of the Family Assistance Team.
- H2: Individual adaptability has a significant effect on the performance of Family Assistance Team members
- H3: Perceived organizational support has a significant effect on organizational commitment among members of the Family Support Team.
- H4: Perceived organizational support has a significant effect on the performance of Family Support Team members.
- H5: Organizational commitment has a significant effect on the performance of Family Assistance Team members.

## **METHOD**

This research uses a quantitative approach with explanatory research, which aims to test the hypothesis in examining the influence of independent variables, namely individual adaptability and perceived organizational support, then the mediating variables is organizational commitment, and the dependent variable is performance. The primary data source in this study used a structured questionnaire with a five-point Likert scale. Data analysis uses SEM-AMOS statistical techniques.

### **Population and Sample**

The population of this study were members of the Family Assistance Team (TPK) in Lamongan Regency, with a total number of TPK members of 3,108 people. Based on the Slovin formula calculation, it can be seen that the number of samples studied was 354 respondents. Sampling was carried out using proportional random sampling technique.

### **Data Collection**

The data collection technique in this research is through interviews with respondents, through questionnaires with online filling (Google form).

### **Data Analysis**

Data analysis uses SEM AMOS statistical techniques. Analysis with AMOS was used in this research, because it is able to analyze hypothesized relationships in several variables, in a large sample size. This test is carried out by analyzing the Regression Weight values, namely the Critical Ratio (CR) and Probability (P) values. The required limits are  $\geq 1.96$  for the CR value and  $\leq 0.05$  for the P value. If the data processing results show a CR value of  $\geq 1.96$  and a P value of  $\leq 0.05$ , then the research hypothesis formulated is acceptable.

## **RESULTS**

### **Evaluation of Measurement Model Fit**

The measurement model analysis aims to evaluate suitability construct measurement, as well as the validity and reliability of indicators in reflecting that construct. The measurement model analysis, also called the Confirmatory Factor Analysis (CFA) test, is carried out in three stages, namely testing suitability

measurement model (measurement model fit), construct validity (construct validity), and construct reliability. The calculations of Measurement Model Fit are shown in the following figure :

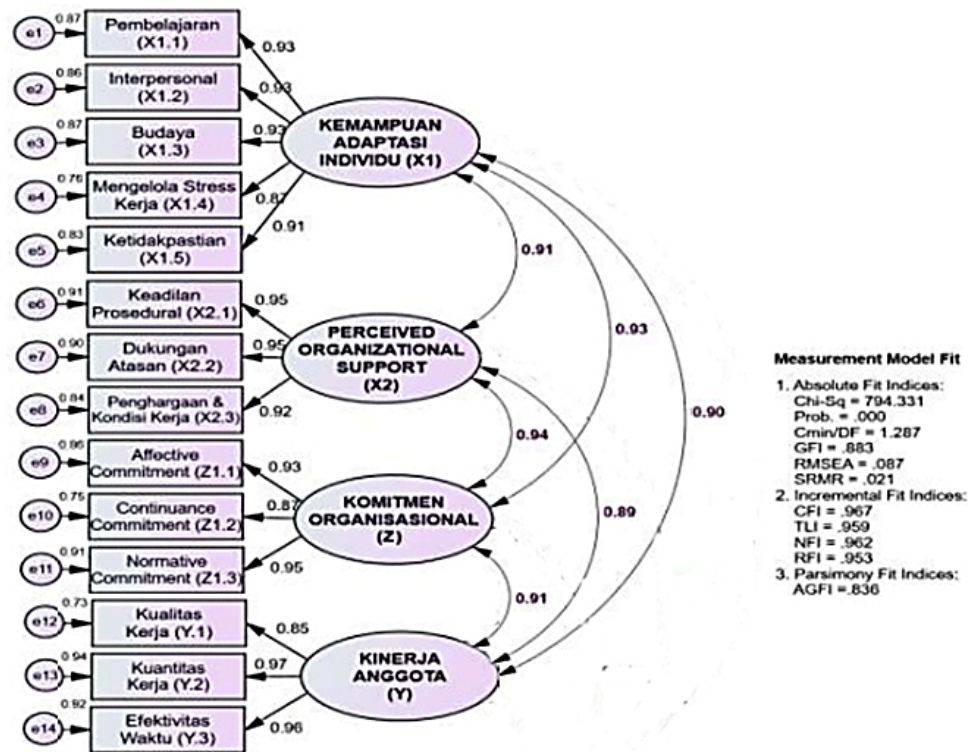


Figure 1. Measurement Model Fit

The results of the suitability test on the measurement model have produced good fit criteria, all criteria have met the requirements, namely good fit and marginal fit. Good fit means the model has a good fit, while marginal fit means the model has a fit within acceptable limits. Thus, it is concluded that the measurement model has good model fit and is acceptable. After testing the suitability of the measurement model, construct validity testing was carried out through convergent validity, with the rule of thumb that the construct is said to meet convergent validity if the indicators on the construct have a standardized regression weight (factor loading) value of at least 0.50. (Hair et al., 2018).

The construct validity evaluation that in the measurement model, all indicators produce factor loading values greater than 0.50, so that these indicators are declared valid in forming the construct of individual adaptability, perceived organizational support, organizational commitment and member performance, so that it meets convergent validity.

Based on the results of the construct reliability evaluation, it shows that each variable produces a construct reliability value greater than 0.70 and also an AVE value greater than 0.50, so it can be concluded that the indicators measure

the construct of individual adaptability, perceived organizational support, organizational commitment, and member performance, were declared reliable.

### Evaluation of Structural Model Fit

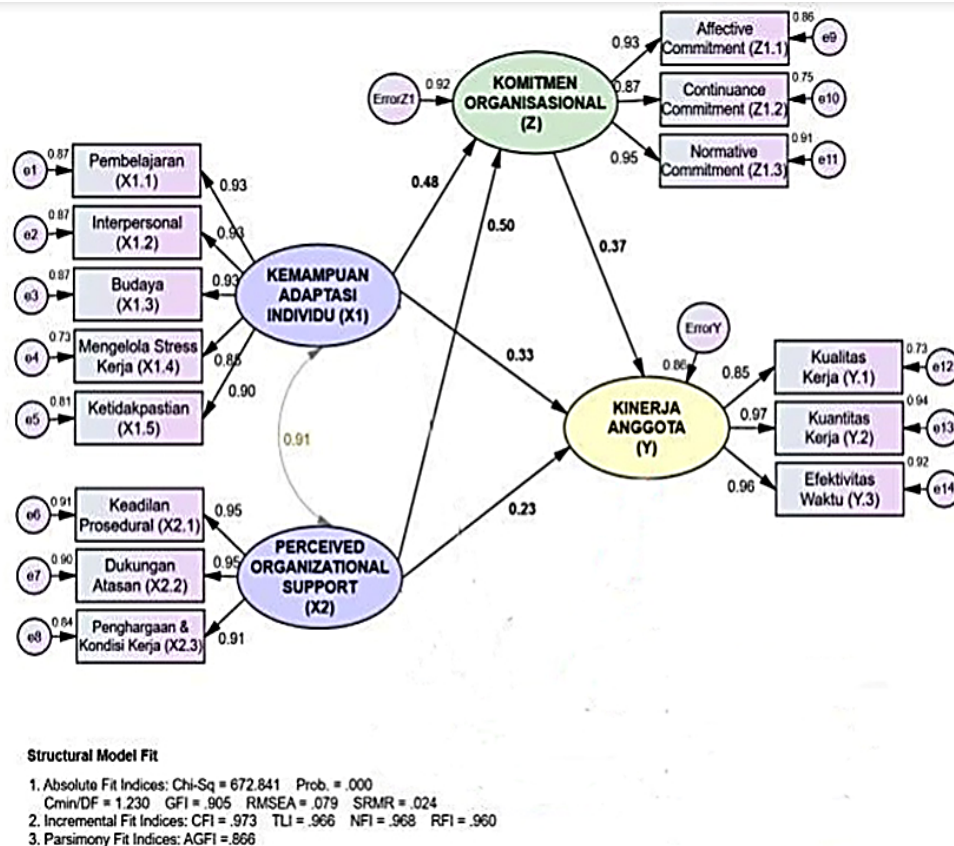


Figure 3. Structural Model Fit

The total coefficient of determination ( $R^2$  total) is known to be 0.905, this shows that the conceptual model developed in this research can explain around 90.5 percent of the variation in the data. In another sense, the model in this research has very good predictive relevance or is relevant to be used to predict the performance of TPK members through individual adaptability, perceived organizational support, and organizational commitment.

### Hypothesis Testing

Table 1. Testing the Direct Influence Hypothesis

Direct Influence			Std. Estimate	CR	P-value	Hypothetical Decisions
Individual Adaptability	→	Organizational Commitment	0.48	11,898	0.004	H1 Accepted
Individual Adaptability	→	Performance	0.33	5,962	0.003	H2 Accepted



Direct Influence		Std. Estimate	CR	P- value	Hypothetical Decisions
Perceived Organizational Support	→ Organizational Commitment	0.50	12,600	0.021	H3 Accepted
Perceived Organizational Support	→ Performance	0.23	4,010	0.011	H4 Accepted
Organizational Commitment	→ Performance	0.37	4,926	0.009	H5 Accepted
<i>SE, CR, &amp; p-values based on bootstrapping bias-corrected percentile method</i>					

Source: SEM AMOS Output

The results of the direct effect hypothesis test in this study show that:

1. The coefficient estimation results of the influence of individual adaptability on organizational commitment show a significant influence with a CR value of 11.898 (greater than 1.96) and a significance value (p-value) of 0.004 (smaller than the 5% significance level).
2. The coefficient estimation results of the influence of individual adaptability on member performance show a significant influence with a CR value of 5.962 (greater than 1.96) and a significance value (p-value) of 0.003 (smaller than the 5% significance level).
3. The coefficient estimation results of the influence of perceived organizational support on organizational commitment show a significant influence with a CR value of 12.600 (greater than 1.96) and a significance value (p-value) of 0.021 (smaller than the 5% significance level).
4. The coefficient estimation results of the influence of perceived organizational support on member performance show a significant influence with a CR value of 4.010 (greater than 1.96) and a significance value (p-value) of 0.011 (smaller than the 5% significance level).
5. The coefficient estimation results of the influence of organizational commitment on member performance show a significant influence with a CR value of 4.926 (greater than 1.96) and a significance value (p-value) of 0.009 (smaller than the 5% real level).

## DISCUSSION

The resulting influence coefficient of the influence of individual adaptability on organizational commitment is 0.48 (positive), meaning that the higher the individual's adaptability, the stronger the organizational commitment will be. Thus, the first hypothesis which states that individual adaptability has a significant effect on organizational commitment among TPK members in Lamongan Regency, can be accepted (H1 is accepted). This is in line with research Collie et al (2018) and Rudolph et al (2017), which proves that individual adaptability has a significant effect on organizational commitment. These results are also supported by research Satyawati & Eko (2018), by increasing the adaptability of members, it will further increase organizational commitment.

The influence of individual adaptability on member performance show that the coefficient is 0.33 (positive), meaning that the higher the individual's adaptability, the higher the member's performance. Thus, the second hypothesis which states that individual adaptability has a significant effect on the performance of TPK members in Lamongan Regency, can also be accepted (H2 is accepted). This is in accordance with the research results Kalwar et al (2023) And Zebua et al (2021), which proves that individual adaptability has a significant effect on individual performance. Study Sony & Mekoth (2016), explains that a person's adaptability is an important component in creating individual performance, because adaptability forms better work knowledge and skills.

The coefficient estimation results of the influence of perceived organizational support on organizational commitment is 0.50 (positive), meaning that the higher the perceived organizational support, the stronger the organizational commitment will be. Thus, the third hypothesis which states that perceived organizational support has a significant effect on organizational commitment among TPK members in Lamongan Regency, can be accepted (H3 is accepted). Previous research that supports the results of this research, namely research Arshadi (2011), Pradita et al (2022) And L. Sun (2019), which proves that perceived organizational support has a significant effect on organizational commitment. Research result Garg and Dhar (2014), shows that high perceptions of employee organizational support can lead to increased employee commitment to their organization.

The resulting influence of perceived organizational support on the performance coefficient is 0.23 (positive), meaning that the higher the perceived organizational support, the higher the member's performance. Thus, the fourth hypothesis which states that perceived organizational support has a significant effect on the performance of TPK members in Lamongan Regency, can also be accepted (H4 is accepted). This is in line with research Atom et al (2023), Jeong & Kim (2022), And Cullen et al (2014), which proves that perceived organizational support has a significant effect on individual performance. Study Syaifudin & Sopiyan (2023) also supports the results of this research, which states that organizational support felt by members can directly improve member performance.

The influence of organizational commitment on member's performance coefficient is 0.37 (positive), meaning that the stronger the organizational commitment, the higher the member's performance. Thus, the fifth hypothesis which states that organizational commitment has a significant effect on the performance of TPK members in Lamongan Regency, can also be accepted (H5 is accepted). This is in accordance with the research results Rita et al (2018), Irvan et al (2022), Burhannudin et al (2019), and Duwika et al (2023), proves that organizational commitment has a significant effect on individual performance. The results of this study also show similarities with research Loans (2020), which shows that strong organizational commitment is able to demonstrate emotional attachment and a sense of responsibility through high performance

## **CONCLUSION**

Conclusion of this research :

1. Individual adaptability has a positive and significant effect on organizational commitment to members of the Family Assistance Team in the Lamongan Regency. The results of this research can confirm the theory put forward by Ployhart and Bliese (2015) that individual adaptability positively influence organizational commitment. The results of this study are the same with the results of research by Collie et al. (2018), Rudolph et al. (2017) and Satyawati and Eko (2018).
2. Individual adaptability has a positive and significant effect on performance of members of the Family Assistance Team in Lamongan Regency. Results of this research can confirm the theory put forward by Ployhart and Bliese (2015) states that individual adaptability influences performance members positively. The results of this research are the same as the results of Kalwar's et al. (2023), Zebua et al. (2021) and Sony and Mekoth (2016).
3. Perceived organizational support has a positive and significant effect on organizational commitment to members of the Family Assistance Team in the Lamongan Regency. The results of this research can confirm the theory put forward by Rhoades and Eisenberger (2002), that perceived organizational support positively influence organizational commitment. The results of this study are the same with the research results of Arshadi (2011), Pradita et al. (2022), Garg and Dhar (2014), and L. Sun (2019).
4. Perceived organizational support has a positive and significant effect on performance of members of the Family Assistance Team in Lamongan Regency. Results this research can confirm the theory put forward by Rhoades and Eisenberger (2002), that perceived organizational support influences positive individual performance. The results of this study are the same as the research results Atom et al. (2023), Jeong and Kim (2022), Cullen et al. (2014) and Syaifudin & Sopiyan (2023).
5. Organizational commitment has a positive and significant effect on performance member of the Family Assistance Team in Lamongan Regency. Results of this research can confirm the theory put forward by Allen and Meyer (2013), that organizational commitment influences individual performance positively. The results of this study are the same as the results of research by Rita et al. (2018), Irvan et al (2022), Burhannudin et al. (2019), Duwika et al. (2023) and Loan (2020).

## **RECOMMENDATIONS**

In improving the performance of Family Support Team members, it is necessary to carry out continuous learning, increase cooperation and interpersonal skills, as well as work stress management. In order to increase commitment, it is necessary to carry out regular team building activities to improve interpersonal relationships and a sense of togetherness among team members. Efforts to accelerate stunting reduction carried out by the Family Assistance Team are more



effectively implemented through increased cross-sector support and collaboration with relevant partners in stunting prevention programs.

Relevant program stakeholders need to pay attention to various aspects in achieving the stunting reduction target. Various aspects that need to be developed by stakeholders are through increasing budgets, personnel, awards, facilities, training and policies related to accelerated stunting reduction programs.

In future research, it could be considered to add other variables that can influence individual performance, such as work involvement, workload and job satisfaction.

## **REFERENCES**

- Arshadi, N. 2011. The Relationships Of Perceived Organizational Support (POS) With Organizational Commitment, In-Role Performance, And Turnover Intention: Mediating Role Of Felt Obligation. *Procedia - Social and Behavioral Sciences*, 30, 1103–1108. <https://doi.org/10.1016/j.sbspro.2011.10.215>.
- Atom, HYA, Andjarwati, T., & Ardiana, IDKR (2023). The Effect of Spiritual Quotient, Affective Commitment, and Perceived Organizational Support towards Work Engagement and Employee Performance of the Teacher in Langke Rembong District, Manggarai Region. *International Journal of Economics (IJEC)*, 2(2), 181–193. <https://doi.org/10.55299/ijec.v2i2.490>
- Biswas, S., & Kapil, K. (2017). Linking perceived organizational support and organizational justice to employees' in-role performance and organizational cynicism through organizational trust: A field investigation in India. *Journal of Management Development*, 36(5), 696–711. <https://doi.org/10.1108/JMD-04-2016-0052>
- Chiu, W., Won, D., & Bae, J. sup. (2020). Internal marketing, organizational commitment, and job performance in sport and leisure services. *Sport, Business and Management: An International Journal*, 10(2), 105–123. <https://doi.org/10.1108/SBM-09-2018-0066>
- Collie, R. J., Granziera, H., & Martin, A. J. (2018). Teachers' perceived autonomy support and adaptability: An investigation employing the job demands-resources model as relevant to workplace exhaustion, disengagement, and commitment. *Teaching and Teacher Education*, 74, 125–136. <https://doi.org/10.1016/j.tate.2018.04.015>
- Cullen, K.L., Edwards, BD, Casper, WC, & Gue, KR (2014). Employees' Adaptability and Perceptions of Change-Related Uncertainty: Implications for Perceived Organizational Support, Job Satisfaction, and Performance. *Journal of Business and Psychology*, 29(2), 269–280. <https://doi.org/10.1007/s10869-013-9312-y>
- Duwika, Kadek, Ida Aju Brahmasari, Ida Aju Brahmaratih. (2023). The Influence Of Organizational Culture, Transformational Leadership, Organizational Support And Employee Competency On Employee Innovation,

- Organizational Commitment And Organizational Performance Of Village-Owned Enterprises In Bali Province. 4(12), 2118–2134
- Garg, S., & Dhar, R.L. (2014). Effects of stress, LMX and perceived organizational support on service quality: Mediating effects of organizational commitment. *Journal of Hospitality and Tourism Management*, 21, 64–75. <https://doi.org/10.1016/j.jhtm.2014.07.002>
- Jeong, Y., & Kim, M. (2022). Effects of perceived organizational support and perceived organizational politics on organizational performance: Mediating role of differential treatment. *Asia Pacific Management Review*, 27(3), 190–199. <https://doi.org/10.1016/j.apmr.2021.08.002>
- Kalwar, MS, Shah, SMA, Hussain, N., & Shumaila. (2023). Role of Employee-related Factors for Employee Performance in Private Sector Banks of Sindh, Pakistan. *Pakistan Journal of Humanities and Social Sciences*, 11(2), 1618–1627. <https://doi.org/10.52131/pjhss.2023.1102.0463>
- Laili, U., Budi Permana Putri, E., & Khusnul Rizki, L. (2022). The Role of Family Companions in Reducing Stunting. *Indonesian Nutrition Media*, 17(1SP), 120–126. <https://doi.org/10.20473/mgi.v17i1sp.120-126>
- Murphy, S. L. (2015). Individual adaptability as a predictor of job performance. 147. <https://digitalcommons.latech.edu/cgi/viewcontent.cgi?article=1203&context=dissertations>
- Ployhart, R. E., & Bliese, P. D. (2015). Understanding Adaptability : A Prerequisite for Effective Performance within Complex Environments Article information : *Advances in Human Performance and Cognitive Engineering*, 6, v–vi.
- Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology*, 87(4), 698–714. <https://doi.org/10.1037/0021-9010.87.4.698>
- Rudolph, C. W., Lavigne, K. N., & Zacher, H. (2017). Career adaptability: A meta-analysis of relationships with measures of adaptivity, adapting responses, and adaptation outcomes. *Journal of Vocational Behavior*, 98, 17–34. <https://doi.org/10.1016/j.jvb.2016.09.002>
- Satyawati, S., & Eko Siswoyo. (2018). Improvement Strategy of Principal's Managerial Performance through Adaptability and Organizational Commitment. *KnE Social Sciences*, 3(10), 261. <https://doi.org/10.18502/kss.v3i10.3134>
- Sony, M., & Mekoth, N. (2016). The Relationship Between Emotional Intelligence, Frontline Employee Adaptability, Job Satisfaction And Job Performance. *Journal of Retailing and Consumer Services*, 30, 20–32. <https://doi.org/10.1016/j.jretconser.2015.12.003>
- Sun, C., Xing, Y., Wen, Y., Wan, X., Ding, Y., Cui, Y., Xu, W., Wang, X., Xia, H., Zhang, Q., & Yuan, M. (2023). Association between career adaptability and turnover intention among nursing assistants: the mediating role of psychological capital. *BMC Nursing*, 22(1), 1–12. <https://doi.org/10.1186/s12912-023-01187-y>



Sun, Li. (2019). Perceived Organizational Support: A Literature Review. International Journal of Human Resource Studies, 9(3), 155.  
<https://doi.org/10.5296/ijhrs.v9i3.15102>