

Perceived Organizational Support as a moderating variable on influence Well-being towards Work Engagement

Ambar Kusuma Astuti¹, Purnawan Hardiyanto², Alfa Santoso Budiwidjojo Putra^{3*}

¹Lecturer, Department of Management, Faculty of Business, Universitas Kristen Duta Wacana, Yogyakarta, Indonesia.
Email: ambarka@staff.ukdw.ac.id

²Lecturer, Department of Management, Faculty of Business, Universitas Kristen Duta Wacana, Yogyakarta, Indonesia.
Email: purnawanhardiyanto212@gmail.com

³Lecturer, Department of Management, Faculty of Economics and Business, Universitas Pignatelli Triputra, Surakarta, Indonesia. Email: alfasbp@upitra.ac.id

*Corresponding Author: alfasbp@upitra.ac.id

ABSTRACT

Work engagement is one of the things that is necessary for the progress of the organization. Employees who are involved in their work will have the motivation to consistently contribute. Previous research has shown that there is a driving force needed so that employees are willing to mobilize their resources to achieve organizational goals. One of the predictors that can affect engagement is employee well-being. Employees who have experienced prosperity will be willing to return the favor by showing dedication. In addition to well-being, the existence of support from the organization has the potential to moderate work engagement. Various forms of positive support given will make employees more enthusiastic at work. Based on this, this study aims to examine the role of the variable perceived organizational support (POS) in strengthening the effect of well-being on work engagement. Social exchange theory is used to help understand the interrelationships between variables. The research was conducted on employees in the food industry in Indonesia. Variable indicators adapted from previous studies. All the indicators used are reflexive. The primary data that has been obtained is tested using the SmartPLS software. The results of the study show that well-being and POS affect work engagement. The effect of well-being on work engagement is moderated by POS.

Keywords: Well-being, Work Engagement, Perceived Organizational Support

INTRODUCTION

Until now, several academics are still concerned about work engagement in a company (Van and Nafukho, 2019; Saks, 2019). From the results of a study conducted by Gallup (2013), organizations that can maintain work engagement will be able to increase productivity by up to 240 percent. This is because the engagement of employees is very closely related to performance in a department. The enthusiasm that a person has can motivate his co-workers to jointly strive for the achievement of organizational goals (Anitha, 2014). Consistency of work engagement in the long term will be able to provide positive energy to continue to contribute. In addition, an employee who is involved with his duties will also be able to work for quite a long time.

In contrast to the character of employees who experience fatigue, involved workers have good physical and mental health (Putra et al., 2019; Astuti et al., 2023). Regarding the mentality of employees, several previous studies have considered the relevant antecedents. One interesting factor to study more deeply is employee well-being (Brunetto et al., 2014). The high demands on the workforce often hurt the well-being and health of workers. If unfavorable working conditions continue, it can eventually have an impact on employee absence from work. Excessive stress causes an increase in employee absenteeism (Soane et al., 2013). It takes a happy and healthy workforce to maintain productivity.

Socio-emotional events that occur in an organization have encouraged some academics to include Perceived Organizational Support (POS) variables in research (eg Rai et al., 2017). POS can reduce the negative impact of tension when employees work. In addition, companies that succeed in creating a conducive work environment will also be able to save on company operational costs to recruit more workers (Gallup, 2013). Talented employees will be more easily retained if the organization assists when problems occur. It takes a sense of togetherness and concern in carrying out activities in the workplace.

The engagement process experienced by employees may be closely related to the social exchange theory presented by Blau (1964). Employees tend to behave in harmony with the kindness he has received. Therefore, this study will also adapt social exchange theory to understand the interactions that occur between employees and their organizations. Employees will work harder when they get support from their environment (Van and Nafukho, 2019).

Based on the description above, a study is needed to examine the role of POS in moderating work engagement after employees experience prosperity. This study will see how the impact caused by the fulfillment of psychological needs on employees. In addition, it will also be tested on the role of support provided by the organization in fostering the dedication of an employee. The end of this study also explained the managerial implications that can be carried out.

Literature Review

There are several views on well-being. Some try to conceptualize well-being by dividing it into two, namely subjective and psychological (Keyes et al., 2002). However, Grant et al (2007) and Brunetto et al (2012) provide a more complete alternative. They distinguish well-being in three forms, namely psychological, physical, and social. Psychological well-being is related to employee satisfaction with the processes that occur in the workplace. Physical well-being includes health and safety at work. While social well-being relates to equality and fairness of treatment experienced by workers.

According to Brunetto et al (2014), the key to optimizing work engagement is by maintaining well-being. Employees need to continue to be in a prosperous condition to continue to be able to enjoy their activities. This is reinforced by the argument of Gupta and Sharma (2016) which states that engagement in an employee tends to be easily realized when he also experiences satisfaction with his work. There is a strong correlation between the fulfillment of work goals and morale. Well-being not only promotes productivity but also feelings of happiness among employees (MacLeod and Clarke, 2014; Putra et al., 2024). Constructed hypothesis:

H1: Well-being has a positive effect on work engagement.

According to Eisenberger et al (1986), POS consists of several main components. These components include fairness, appreciation for contributions that have been given, and management's acceptance of the existence of employees. Fairness includes treating employees without discrimination. There is information disclosure in terms of rights and obligations. Organizations also need to provide appropriate rewards if employees show extra behavior for organizational progress (Rhoades et al., 2001). In addition to fairness and appreciation, leaders also need to show a sense of pride in the accomplishments that have been achieved by employees. This condition will create a sense of belonging within the employee towards the organization.

When using the perspective of social exchange theory, it will appear that employees often personify the organization. When considering that co-workers bring benefits, workers will give reactions that are also constructive (Anitha, 2014). Employees will wholeheartedly give their time and energy to the progress of their department. In addition, the appreciation given by the organization for the quality of work will bring out positive perceptions of workers (Rich et al., 2010). They will not only feel that they are treated as a tool but also as an integral part of the company. If there has been an emotional bond between the employee and the company, a commitment will arise to be involved and work as optimally as possible (Saks, 2006; Brunetto et al., 2014).

H2: POS has a positive effect on work engagement.

Social exchange theory (Blau, 1964) has been used extensively to examine the impact of reciprocity in the workplace. The theory has been used in several contexts, for example in health (Brunetto et al., 2011; Brunetto et al., 2014), banking (Rai et al., 2017; Putra et al., 2019), and the service sector (Alfes et al., 2013). Employees who have received various forms of support will feel obliged to respond in a way that is relevant to the progress of the organization. Some of the support referred to includes assistance when facing problems, accepting opinions, and paying attention to well-being (Rhoades et al., 2001).

Concerning the meaningfulness of a job and work engagement, some scientists argue that POS can strengthen these interactions. Employees who are in a conducive work environment tend to evaluate positively about job characteristics and are more motivated to increase their engagement (Rai et al., 2017). POS is also useful when work demands and pressures are high (Zacher and Winter, 2011). Employees will more easily escape from excessive tension if they have the support of colleagues. In addition, a family-friendly

organizational climate will also be able to strengthen relationships with superiors to reduce turnover intentions (Alfes et al., 2013). This atmosphere makes it easier for employees to develop their contextual behavior.

H3: POS moderates the effect of well-being on work engagement.

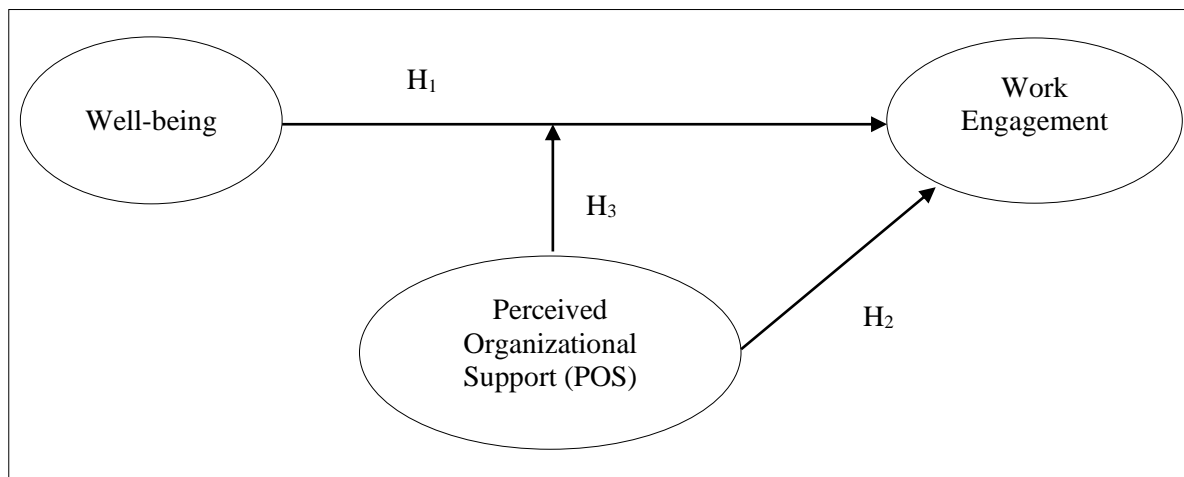


Figure 1. Research Model

METHODS

The research respondents are employees in the food industry in Indonesia. The number of questionnaires distributed was 160 pieces. The number of questionnaires that are feasible to analyze is 145 pieces. The questionnaire consists of two parts. The first part is related to the respondent's profile. Questions in the first part of the questionnaire included gender, age, marital status, education, and length of service.

While the second part contains indicators of research variables. The variable indicators used were adapted from previous studies. The form of the indicator is reflexive. For each statement in the research variable, five alternative response options are provided, namely 1 to 5. There are four indicators for the variable well-being. There are nine work engagement variable indicators. There are eight POS variable indicators.

In this study, the work engagement variable indicator was adapted from Schaufeli et al (2006). Substantially the contents of these indicators are related to enthusiasm, toughness in dealing with problems, and the ability to enjoy work activities. As for the well-being variable, it refers to Brunetto et al (2011). Well-being studies focused on psychological aspects. These indicators are related to the achievement of work goals and feelings of satisfaction in work life. The POS variable indicator refers to research by Rhoades et al (2001). Some of the things that are emphasized in these indicators are the organization's concern for the well-being, opinions, and problems experienced by employees.

Judging from the analysis, this research is quantitative. The influence between research variables was tested using PLS-SEM. The software used is SmartPLS. There are two testing processes, namely measurement and structural. Measurement testing is useful for evaluating the validity and reliability of variable indicators. The parameters used for validity include the loading factor and AVE (Hair et al., 2011). The loading factor is more than 0.70. AVE more than 0.50. Meanwhile, reliability is used to see the consistency of respondents' answers. The parameter used is composite reliability above 0.70 (Hair et al., 2012).

After the first stage (measurement testing), the next stage is testing the influence between variables (structural). According to Petter et al (2007), a hypothesis is declared supported if the T Statistics value is more than 1.96 (*two-tailed* and 5% significance). Apart from looking at the T Statistics value, the R^2 value was also observed. R^2 is useful to see the ability of predictor variables (well-being and POS) in explaining work engagement. The value of R^2 must be greater than 0.10. Following Chin's recommendation (1998), the structural testing process uses bootstrap 500.

RESEARCH RESULTS AND DISCUSSION

Research Results

The number of questionnaires that were answered completely and deserved to be analyzed was 145 pieces. The majority of research respondents were male (62.76 %). When viewed from their age, the majority of respondents were aged between 23 to 30 years (56.55 %). From the data collected, the majority of respondents were married (54.48 %). Most of the respondents had an undergraduate degree (66.90 %). The majority of respondents have worked between 2 to 6 years (60.00 %).

From the results of the validity test of the research instruments used, there are several invalid variable indicators. This is because the loading factor value is less than 0.70. For the POS variable, there were three invalid indicators (DUK1 (0.656), DUK4 (0.308), and DUK6 (0.699)). In the work engagement variable, there were also three invalid indicators (KTLB2 (0.631), KTLB5 (0.685), and KTLB7 (0.635)). Because they did not meet the minimum criteria (0.70), the six indicators were removed from the testing process.

After removing the six indicators whose loading factor value is less than 0.70, now all indicators used for each variable are above 0.70 (see table 1). The loading factor values for well-being range from 0.774 to 0.899. POS ranged from 0.776 to 0.927. Meanwhile, work engagement ranged from 0.811 to 0.846.

In addition to the loading factor, this study also uses the AVE value to determine validity. From the results of data processing, it appears that all research variables have produced an AVE value of more than 0.50 (see table 1). The AVE value for the well-being variable is 0.707. For the POS variable of 0.710. While the work engagement variable is 0.696.

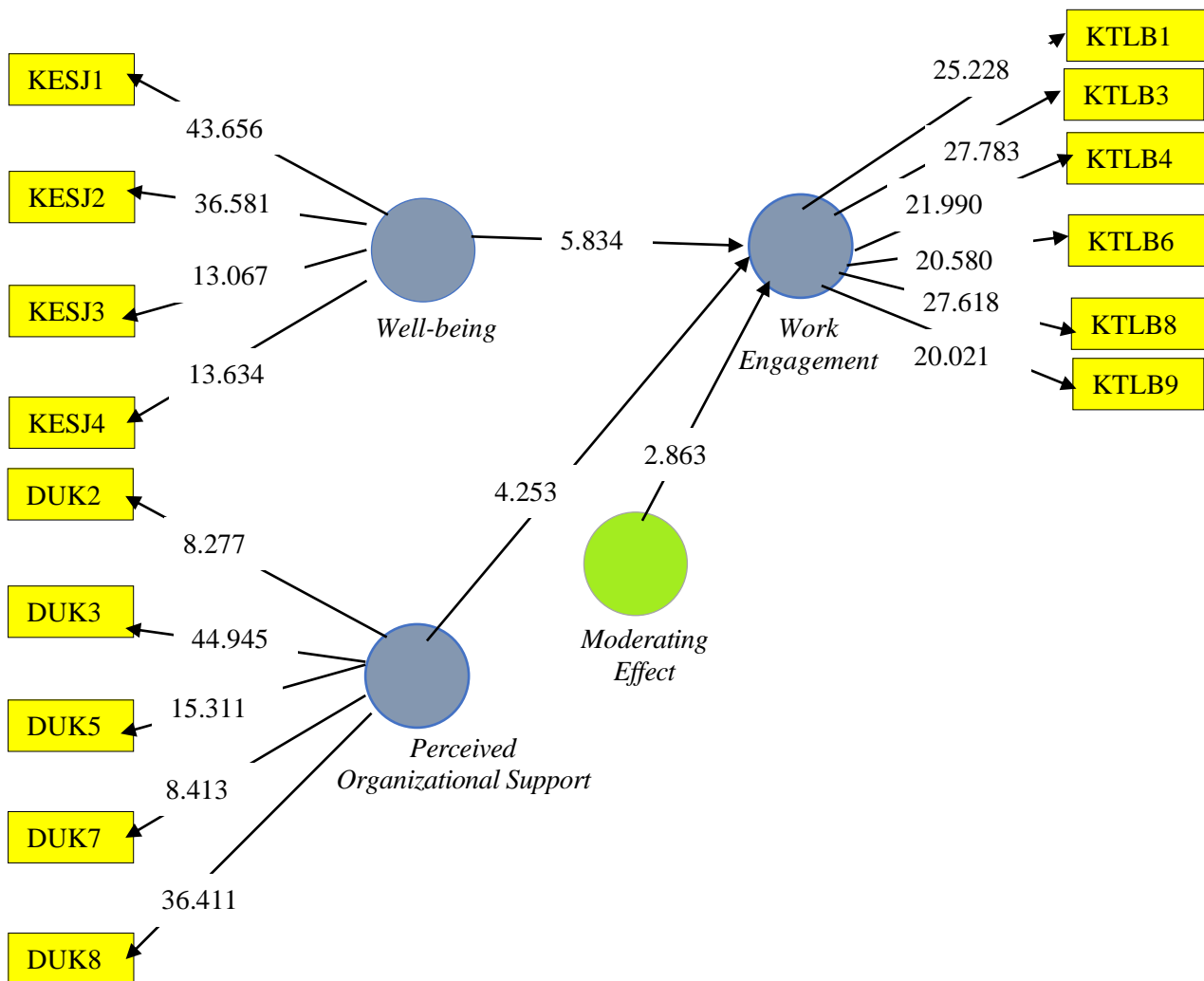
This study also pays attention to *composite reliability* for each research variable used. From the results of data processing, it appears that all variables have produced a *composite reliability* above 0.70 (see table 1). *The composite reliability* for the well-being variable is 0.906. The POS variable is 0.924. The work engagement variable is 0.932.

Table 1. Summary of Outer Loading Results

	Loading Factor		Average Variance Extracted	Composite Reliability
	Smallest Value	Greatest Value		
Well-being	0.774	0.899	0.707	0.906
POS	0.776	0.927	0.710	0.924
Work Engagement	0.811	0.846	0.696	0.932

Source: primary data processed.

After going through the measurement testing process, the number of indicators remaining and ready to be used for hypothesis testing is fifteen. There are four indicators of well-being. Five POS indicators. There are six indicators of work engagement. Figure 2 displays the indicator symbols used in structural testing.



Source: primary data processed.

Figure 2. PLS models

After testing the proposed hypothesis, it appears that well-being affects work engagement (parameter coefficient value 0.506 and t statistic 5.834). POS affects work engagement (parameter coefficient value 0.338 and t statistic 4.253). In addition, the moderating effect also showed positive and significant results (parameter coefficient value 0.195 and t statistic 2.863). Because the parameter coefficient value is positive and the t statistic is more than 1.96, the three hypotheses in this study are supported (see table 2).

The structural test also observed the value of R². From the test results, it appears that the resulting value is 0.447 (see table 2). This shows that the resulting research model (see figure 2) is moderate. Although many other variables play a role in the formation of work engagement, the variables used in this study (wealth and POS) are sufficient to explain the reasons for work engagement.

Table 2. Summary of Path Coefficients Results

	Original Sample (O)	T Statistics (O/STDEV)	P Values	R-Square
Well-being → Work Engagement.	0.506	5.834	0.000	Work Engagement = 0.447
POS → Work Engagement.	0.338	4.253	0.000	
Moderating effect → Work Engagement.	0.195	2.863	0.004	

Source: primary data processed.

Discussion

When an employee can achieve the main goals in his work life, then he will be able to enjoy his activities at work. This certainly makes working time pass quickly. The findings of this study support previous research (Brunetto et al., 2012; MacLeod and Clarke, 2014). The psychological well-being experienced allows employees to evaluate the activities that have been carried out. They become more enthusiastic about their work. This is in line with social exchange theory. Employees are willing to work longer hours. In addition, they will also share information and experiences for organizational progress (Putra et al., 2019).

The support provided by the organization has a positive effect on work engagement. The results of this study are in line with research conducted by Anitha (2014) and Brunetto et al (2014). Organizational concern for the problems experienced by employees can encourage feelings of full energy. Employees are not afraid when facing challenges and keep working diligently. In addition, the results of a study conducted by Rich et al (2010) also showed a positive influence between POS on task performance behavior. Employees will pay attention to every aspect of the work that needs to be done.

This study confirms previous research (eg Rai et al., 2017; Alfes et al., 2013) which states that there is a moderating effect of POS on work engagement. Organizations that show concern for well-being will make someone work harder. These conditions make employees satisfied with their work life. A study conducted by Zacher and Winter (2011) also notes the benefits of POS when job demands and pressure are high. POS can reduce the negative impact of tension at work. Employees become more focused on thinking.

CONCLUSION

Managerial conclusions and implications

The contribution made from this study is empirical evidence regarding the role of POS as a moderating variable on the influence of well-being on work engagement. Organizational awards for the contributions made by employees can arouse employee enthusiasm in completing their tasks. In addition, a supportive work environment also forms a positive perception in employees regarding their job security in the future. They become proud of the profession that has been occupied. Clarity regarding the purpose and meaning of work makes employees willing to be active at work for quite a long time. This study agrees with the social exchange theory.

Well-being has an important role in the formation of work engagement. Employees need to have a healthy mentality to enjoy their activities at work. To realize pleasure at work, employees can be given training and skills development in their fields. When his knowledge is sufficient to complete his task, he can be more innovative and feel job satisfaction.

POS can have a direct effect on the work engagement as well as a moderator to well-being. To optimize POS, managers can set targets and rewards proportionally. Fairness and rational appreciation of work performance will encourage the formation of high dedication. Employees will feel that their extra effort will bring benefits to themselves and the organization.

Research Limitations and Future Research Agenda

In this study, primary data was collected at one time which only focused on psychological well-being in predicting work engagement. Future studies may use a longer timeframe. The use of longitudinal studies can provide a clearer understanding of the physical and social well-being experienced by employees. By observing several times it will be known the changes that occur.

In addition, in this study, the moderator variable used is still limited to POS. To gain a holistic understanding of work engagement, future studies may add other contextual variables. Some contextual variables that can be added are beliefs and job characteristics. This is because each type of work has different autonomy and feedback in intervening work engagement.

REFERENCES

- Alfes, K.; Shantz, A.D.; Truss, C.; Soane, E.C. 2013. The link between perceived human resource management practices, engagement and employee behaviour: a moderated mediation model, *The International Journal of Human Resource Management* 24(2): 330-351. <http://dx.doi.org/10.1080/09585192.2012.679950>

- Anitha, J. 2014. Determinants of employee engagement and their impact on employee performance, *International Journal of Productivity and Performance Management*, 63(3): 308 – 323. <https://doi.org/10.1108/IJPPM-01-2013-0008>
- Astuti, A.K.; Putra, A.S.B.; Hardiyanto, P. 2023. Analysis of Factors Forming Work-Life Balance in Hotel Employees in the Special Regional Province of Yogyakarta, *International Journal of Management Science and Application* 3(1): 43–56. <https://doi.org/10.58291/ijmsa.v3i1.149>
- Blau, P. 1964. *Exchange and Power in Social Life*. New York: Wiley.
- Brunetto, Y.; Farr-Wharton, R.; Shacklock, K. 2011. Supervisor–Nurse Relationships, Teamwork, Role Ambiguity and Wellbeing: Public Versus Private Sector Nurses, *Asia Pacific Journal of Human Resources* 49: 143–164. <http://dx.doi.org/10.1177/1038411111400161>
- Brunetto, Y.; Shacklock, K.; Teo, S.; Wharton, R.F. 2014. The impact of management on the engagement and well-being of high emotional labour employees, *The International Journal of Human Resource Management* 25(17): 2345-2363. <https://doi.org/10.1080/09585192.2013.877056>
- Brunetto, Y.; Stephen, T.T.T.; Shacklock, K.; Wharton, R.F. 2012. Emotional intelligence, job satisfaction, well-being and engagement: explaining organisational commitment and turnover intentions in policing, *Human Resource Management Journal* 22(4): 428–441. <https://doi.org/10.1111/j.1748-8583.2012.00198.x>
- Chin, W. W. 1998. The partial least squares approach to structural equation modelling, in GA Marcoulides (Eds.). *Modern Methods for Business Research*. Hillsdale, NJ: Lawrence Erlbaum Associates, 295–336.
- Eisenberger, R.; Huntington, R.; Hutchison, S.; Sowa, D. 1986. Perceived organizational support, *Journal of Applied Psychology* 71(3): 500-507. <https://doi.org/10.1037/0021-9010.71.3.500>
- Gallup. 2013. *The State of the Global Workplace – Employee engagement insights for business leaders worldwide*. Washington DC: Gallup.
- Grant, A.M.; Christianson, M.K.; Price, R.H. 2007. Happiness, Health, or Relationships? Managerial Practices and Employee Well-Being Tradeoffs, *Academy of Management Perspectives* 21: 51–63. <https://doi.org/10.5465/amp.2007.26421238>
- Gupta, N.; Sharma, V. 2016. Exploring Employee engagement—A Way to Better Business Performance, *Global Business Review* 17(S): 45S–63S. <https://doi.org/10.1177/0972150916631082>
- Hair, J. F.; Ringle, C. M.; Sarstedt, M. 2011. PLS-SEM: Indeed A Silver Bullet, *Journal of Marketing Theory and Practice* 19(2): 139-150. <https://doi.org/10.2753/MTP1069-6679190202>
- Hair, J.F.; Sarstedt, M.; Ringle, C.M.; Mena, J.A. 2012. An assessment of the use of partial least squares structural equation modeling in marketing research, *Journal of the Academy of Marketing Science* 40: 414–433. <https://doi.org/10.1007/s11747-011-0261-6>
- Keyes, C.; Shmotkin, D.; Ryff, C. 2002. Optimizing Well-Being: The Empirical Encounter of Two Traditions, *Journal of Personality and Social Psychology* 82: 1007–1022. <https://doi.org/10.1037//0022-3514.82.6.1007>
- MacLeod, D. and Clarke, N. 2014. *The evidence wellbeing and employee engagement*. Engage for Success. <https://engageforsuccess.org/wp-content/uploads/2015/09/wellbeing-and-engagement-04June2014-Final.pdf>
- Petter, S.; Straub, D.; Rai, A. 2007. Specifying formative constructs in information systems research, *MIS Quarterly* 31(4): 623-656. <https://www.jstor.org/stable/25148814>
- Putra, A.S.B.; Kusumawati, E.D.; Kartikasari, D. 2024. Psychological Empowerment and Psychological Well-Being as Job Performance Mediators, *Journal of Business Management and Economic Development* 2(01): 127-141. <https://doi.org/10.59653/jbmed.v2i01.372>
- Putra, A.S.B; Dwiatmadja, C.; Sasongko, G.; Suharti, L. 2019. The Determinants of Performance Behavior of Bank Employees in Indonesia, *Quality-Access to Success* 20(173): 95-99.
- Rai, A.; Ghosh, P.; Chauhan, R.; Mehta, N.K. 2017. Influence of job characteristics on engagement: does support at work act as moderator, *International Journal of Sociology and Social Policy* 37(1/2): 86-105. <http://dx.doi.org/10.1108/IJSSP-10-2015-0106>
- Rhoades, L.; Eisenberger, R.; Armeli, S. 2001. Affective Commitment to the Organization: The Contribution of Perceived Organizational Support, *Journal of Applied Psychology* 86(5): 825-836. <http://dx.doi.org/10.1037/0021-9010.86.5.825>
- Rich, B.L.; Lepine, J.A.; Crawford, E.R. 2010. Job engagement: antecedents and effects on job performance,

- Academy of Management Journal* 53(3): 617-635. <https://doi.org/10.5465/amj.2010.51468988>
- Saks, A.M. 2006. Antecedents and consequences of employee engagement, *Journal of Managerial Psychology* 21(7): 600–619. <https://doi.org/10.1108/02683940610690169>
- Saks, A.M. 2019. Antecedents and consequences of employee engagement revisited, *Journal of Organizational Effectiveness: People and Performance* 6(1): 19-38. <https://doi.org/10.1108/JOEPP-06-2018-0034>
- Schaufeli, W.B.; Bakker, A.B.; Salanova, M. 2006. The measurement of work engagement with a short questionnaire: a cross-national study, *Educational and Psychological Measurement* 66(4): 701-716. <https://doi.org/10.1177/0013164405282471>
- Soane, E.; Shantz, A.; Alfes, K.; Truss, C.; Rees, C.; Gatenby, M. 2013. The association of meaningfulness, wellbeing, and engagement with absenteeism: a moderated mediation model, *Human Resource Management* 52(3): 441–456. <https://doi.org/10.1002/hrm.21534>
- Van, H.T.M.; Nafukho, F.M. 2019. Employee engagement antecedents and consequences in Vietnamese businesses, *European Journal of Training and Development* 44(2/3): 89-103. <https://doi.org/10.1108/EJTD-03-2019-0036>
- Zacher, H.; Winter, G. 2011. Eldercare demands, strain, and work engagement: the moderating role of perceived organizational support, *Journal of Vocational Behavior* 79(3): 667-680. <https://dx.doi.org/10.1016/j.jvb.2011.03.020>