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(IJEPC)**www.ijeipc.com**ENHANCING WORKPLACE WELLBEING: EXPLORING THE
IMPACT OF PSYCHOLOGICAL CAPITAL AND PERCEIVED
ORGANIZATIONAL SUPPORT IN THE WORKPLACE**

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Abstract:

Human resources that have good quality are one of the strengths that will determine the success of a company to achieve its goals. Support, and attention from the company for wellbeing in the workplace are important matter that is considered by the employee. Workplace wellbeing is related to company productivity, employee turnover, customer loyalty and employee benefits. There are two dimensions of workplace wellbeing, namely the interpersonal dimension and the intrapersonal dimension. There are factors that affect workplace wellbeing such as Psychological Capital, and Perceived Organizational Support. This study aims to examine the relationship between Psychological Capital, Perceived Organizational Support to Workplace Wellbeing. Measurements were made using 3 scales, subject selection was carried out by probability sampling, on 92 permanent employees. Data were processed using Multiple Linear Regression. Scale reliability Alpha Cronbach for workplace Wellbeing is 0.864, for Psychological Capital is 0.927, and Perceived Organizational Support is 0.898. The result is a significant positive relationship between Psychological Capital and Workplace Wellbeing $R^2=0.263$. Significant positive relationship between perceived Organizational Support and Workplace Wellbeing $R^2=0.39$. Together, the two variables influence workplace wellbeing with Multiple Linear Regression Analysis test result $R^2=0.398$. Perceived Organizational Support with the higher the

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Psychological Capital and Perceived Organizational Support, the higher the Workplace Wellbeing felt by employees, vice versa, the lower the Psychological Capital and Perceived Organizational Support, the lower the Workplace Wellbeing felt by employees.

Keywords:

Perceived Organizational Support, Psychological Capital, Workplace Wellbeing

Introduction

Human resources, or employees, are pivotal in achieving a company's goals, vision, and mission. From the employees' perspective, support and attention from the company towards their wellbeing in the workplace are critical considerations. Employee wellbeing is recognized as one of the most crucial issues that companies must address (Page & Vella-Brodrick, 2009). Workplace wellbeing is defined by Bartel, Peterson, and Reina (2019) as a subjective evaluation by employees of their ability to develop and contribute optimally within the workplace. This feeling of wellbeing, influenced by job satisfaction (Page, 2005), encompasses two dimensions: interpersonal and intrapersonal. The interpersonal dimension reflects social interactions characterized by comfort and positive relationships in the workplace, while the intrapersonal dimension reflects internal meaning, characterized by self-control and personal development at work (Bartel et al., 2019).

The positive consequences of workplace wellbeing for both employees and organizations are substantial. Employees with high levels of wellbeing are likely to feel balanced, healthy, and psychologically well, while organizations benefit from increased employee performance, productivity, and reduced turnover (Black Dog Institute, 2018). Researchers such as Fridayanti et al. (2019) have demonstrated the impact of workplace wellbeing on employee psychological health. Furthermore, Isham, Mair, and Jackson (2020) found that wellbeing can enhance productivity, despite the relationship being moderated by various factors. Given the importance of workplace wellbeing, it is imperative for companies to focus on enhancing it. High levels of employee wellbeing lead to increased happiness, commitment, profitability, and reduced turnover, creating quality employees that meet company expectations (Ningsih, 2013). Simone (2014) highlighted that organizations should understand the factors contributing to positive employee feelings and improved performance, emphasizing the need for long-term, neutral wellbeing assessments.

However, the reality in Indonesia reveals a different picture. According to international survey institutes Gallup and Accenture (2020), Indonesia ranks low in employee job satisfaction, with only 18% of workers expressing happiness with their jobs. This dissatisfaction is often attributed to imbalances between job demands, rewards, and opportunities for advancement. Interviews and analyses, such as those by Reba Global (2018) and Herwanto & Umami (2017), indicate that workplace wellbeing among employees is generally low, highlighting issues particularly in the interpersonal and intrapersonal dimensions as defined by Bartel et al. (2019). Factors affecting workplace wellbeing include workplace conditions, personality traits, and work stress (Danna & Griffin, 1999). Psychological Capital, defined by Luthans (2010) as a key factor influencing long-term happiness, and Perceived Organizational Support (POS),

which fosters security and psychosocial fulfilment (Caesens, Stinglhamber, & Ohana, 2016), are critical elements in enhancing workplace wellbeing.

Psychological Capital comprises self-confidence, optimism, hope, and resilience, all of which contribute to positive behavior in organizations and improved workplace wellbeing (Youssef & Luthans, 2007). Perceived Organizational Support involves fairness, supervisor support, and organizational rewards, all contributing to employee wellbeing (Eisenberger, 2016; Rhoades & Eisenberger, 2002).

Based on interviews conducted by researchers to 7 employees, there are 6 out of 7 employees in the company who have poor Workplace Wellbeing. Where there are 5 out of 7 employees who feel they have social relationships that are too passive, this is because there are some coworkers who are not good at making friends in the team, there are employees who lack initiative at work, and during breaks old employees will gather with fellow old employees and are less willing to mingle with new employees, this makes some employees feel uncomfortable in social relations with other employees at work. In addition, the lack of support from superiors for the work done by their employees makes employees feel less valued, thus reducing employee performance and morale. However, the rest feel comfortable working in their division's work environment so that employees become more enthusiastic and improve their work performance.

In addition, 6 out of 7 employees feel that the income they get is not able to meet the demands of life. So that many of the employees make the perception that they will work according to the income target that has been obtained. However, the rest feel that the income earned is sufficient for living needs so that it makes employees value their work more. The phenomenon from the results of the interviews obtained makes researchers interested in examining more deeply the psychological, psychosocial and physical wellbeing of employees at work.

Based on the results of interviews that have been conducted, it shows that employees have a low level of workplace wellbeing. So that researchers can conclude that there are problems in workplace wellbeing at employees according to Bartels, Peterson, and Reina (2019). In Interpersonal Dimension, the subject still has social relationship interactions that are too passive, lacks supervisor support and in Intrapersonal Dimension, the subject feels that the income earned does not meet the needs of daily life.

Based on the results of interviews with 7 employees, they also experienced problems with psychological capital and perceived organizational support. Where the subject explained that employees did not feel comfortable in social interactions with other colleagues, the subject claimed to lack support from superiors so that it could reduce morale and work productivity, the subject also felt that the income earned was less able to fulfil his daily life so that the subject would perceive that working according to the income earned and did not want to give more effort to his work.

Empirical studies support the significant correlation between Psychological Capital and workplace wellbeing, as well as between POS and workplace wellbeing (Roemer & Harris, 2018; Watto, Zhao, & Meng Xi, 2018). Despite extensive research on these individual relationships, there is a gap in examining the combined effect of Psychological Capital and Perceived Organizational Support on workplace wellbeing.

This study aims to fill this gap by investigating the correlation between Psychological Capital and Perceived Organizational Support with workplace wellbeing among employees. Understanding these relationships can help organizations develop strategies to enhance employee wellbeing, ultimately leading to better performance and reduced turnover.

Literature Review

Workplace wellbeing, according to Bartels, Peterson, and Reina (2019), is defined as employees' subjective evaluations of their ability to thrive and contribute optimally at work. Page (2005) describes it as a feeling of wellbeing experienced by employees, encompassing both intrinsic and extrinsic values of their work. Harter, Schmidt, and Hayes (2002) define workplace wellbeing as mental health influenced by self-development, life purpose, positive relationships, environmental adaptation, social integration, and social contribution. Similarly, Sivanathan, Arnold, Turner, and Barling (2004) link workplace wellbeing to enhanced mental and physical health of employees. Based on these definitions, workplace wellbeing can be concluded as a subjective self-assessment of one's ability to thrive optimally at the workplace, accompanied by good physical and psychological health.

According to Bartels, Peterson, and Reina (2019), workplace wellbeing has two general dimensions, such as Interpersonal Dimension: This dimension reflects social interactions at the workplace that influence an individual's psychosocial development. It is characterized by social support, comfort at the workplace, and positive relationships with colleagues, leaders, or even customers. And Intrapersonal Dimension: This dimension reflects the internal meaningfulness perceived by employees through their work. It involves the value of work and personal development, emphasizing the desire for self-control, responsibility, and potential growth at the workplace.

Kun, Balogh, and Krasz (2017) further developed a model based on Seligman's PERMA model, identifying five dimensions, that are Positive Emotion: Positive feelings that motivate good actions and improve work performance and physical health. Engagement: Refers to the attachment, concentration, and involvement in activities such as hobbies or work. Relationships: Strong connections with family and friends or colleagues create a sense of belonging. Meaning and Purpose: Engaging in meaningful activities not just for oneself but also for important goals. Accomplishment: Productivity and living a meaningful life, pursued even without positive emotions, meaning, or positive relationships.

From these dimensions, the researcher chose Bartels, Peterson, and Reina's (2019) framework for developing the measurement scale for data collection, considering it more recent and relevant to the research subjects and objectives.

Danna and Griffin (1999) identify three factors influencing workplace wellbeing. Such as Workplace Environment: Includes health and safety hazards affecting employee wellbeing. Personality Traits: Personality traits, including Type A behavior and locus of control, influence the level of individual health and wellbeing. Work Stress: Results from a mismatch between needs and demands from the environment, significantly impacting health and wellbeing.

Luthans, Youssef, and Avolio (2007) and Eisenberger et al. (1986) also add Psychological Capital: Defined by self-efficacy, hope, optimism, and resilience, high psychological capital

correlates with better wellbeing. And Perceived Organizational Support: The degree to which employees feel the organization values their contributions and cares about their wellbeing.

The researcher focuses on psychological capital and perceived organizational support as key factors, supported by studies like Sui (2013), Panaccio and Vandenberghe (2019), and Sawitri, Parahyanti, and Soemitro (2013).

Luthans et al. (2007) define psychological capital as a measurable psychological capacity that enhances work performance. Liwanto (2015) notes its positive relationship with employee performance. Psychological capital influences self-concept, team work, ethical orientation, and general life outlook.

According to Luthans et al. (2007), psychological capital comprises four aspects. That are Self-Efficacy: Belief in one's ability to accomplish tasks successfully. Optimism: Interpreting positive events as stable and pervasive, while viewing negative events as temporary and specific. Hope: Positive motivational state with goal-directed energy and planning to achieve goals. Resilience: Ability to adapt and recover from difficulties or positive changes. These dimensions suggest that high self-efficacy, optimism, hope, and resilience contribute to better workplace wellbeing by fostering positive attitudes and behaviors in the workplace.

High psychological capital enhances flexibility and adaptation to job demands, improving employee wellbeing (Avey & Palmer, 2010). Components like self-efficacy, optimism, hope, and resilience positively influence job performance, happiness, satisfaction, and wellbeing. Studies by Malik (2013), Snyder et al. (2002), Avey et al. (2010), and Cole, Daly, and Mak (2009) support these findings.

Eisenberger et al. (2016) define perceived organizational support as employees' perception that the organization values their work, cares about their wellbeing, and provides necessary resources. This perception influences employees' trust and attitudes towards the organization. According to Eisenberger et al. (2016), the dimensions include; Fairness: Procedural justice in distributing resources. Supervisor Support: Actions by supervisors perceived as organizational support. And Organizational Rewards and Job Conditions: Compensation, job security, and recognition. These dimensions show how organizational practices and attitudes significantly influence employees' perceived support and overall wellbeing.

Perceived organizational support, which includes fair treatment, supervisor support, and organizational rewards, enhances employees' job satisfaction, mood, and commitment while reducing stress and turnover (Rhoades & Eisenberger, 2002). Research by Sawitri, Parahyanti, and Soemitro (2013) and Dixon & Sagas (2007) corroborates the significant impact of organizational support on employee wellbeing.

Overall, psychological capital and perceived organizational support are crucial predictors of workplace wellbeing, influencing employees' attitudes, behaviors, and overall job satisfaction.

Method

The research used purposive sampling technique of Non-Probability Sampling type. The subjects of this study amounted to 60 employees who had the following characteristics: employees must work in a company recorded as an employee with a contract agreement that

has been approved together in a superior-subordinate relationship. Techniques in collecting data for this study through the Workplace Wellbeing scale which is arranged based on aspects according to Bartels (2019) consisting of 8 items, the Psychological Capital Scale which is arranged based on aspects according to Luthans, Avolio, Avey and Normal (2007) consisting of 24 items, and the Perceived Organizational Support scale which is arranged based on aspects of Eisenberger, Glenn, Malone and William, Presson (2016) consisting of 12 items. In the psychological scale researchers only use one group of items, namely favorable items. Favorable items are items that support the attributes to be measured.

The Workplace Wellbeing, Psychological Capital and Perceived Organizational Support scale uses a Likert model scale which has four alternative answers using a reding score of 1 to 4, namely score 4 Strongly Appropriate (SS), score 3 Appropriate (S), score 2 Not Appropriate (TS), and score 1 Strongly Not Appropriate (STS). The data analysis method that researchers use is the multiple regression method which aims to analyse more than one independent variable with only one dependent variable Kurniawan and Budi (2016).

Result & Discussion

The prerequisite tests are normality test and linearity test. The normality test uses the Kolmogorov Smirnov Test (KS-Z) with the research rule if the KS-Z significance value $p > 0.050$ then it can be said that the data follows a normal distribution, but if the significance value $p \leq 0.050$ then it can be said that the data is not normally distributed (Azwar, 2016). From the results of the normality test, the Workplace Wellbeing variable obtained KS-Z = .138 and p value = .000, the Psychological Capital variable obtained KS-Z = .113 and p value = .006. and the Perceived Organizational Support variable obtained KS-Z = .088 and p value = .077. so that the results of the data above lead if the significant value of Workplace Wellbeing, Psychological Capital, and Perceived Organizational Support follows normal data because the p value $> .050$.

Based on the results of the linear test analysis between the Psychological Capital variable and Workplace Wellbeing, the value of $F = 5.665$ ($p < 0.050$) means that Psychological Capital and Workplace Wellbeing have a linear relationship. Meanwhile, between the Perceived Organizational Support and Workplace Wellbeing variables, the value of $F = 15.903$ ($p = .000$, $p < .050$) means that Perceived Organizational Support and Workplace Wellbeing have a linear correlation. Furthermore, the results of the linearity test between Psychological Capital and Perceived Organizational Support with Workplace Wellbeing obtained $F = 8.375$ and $p = 0.000$ ($p < 0.050$) means that Psychological Capital and Perceived Organizational Support with Workplace Wellbeing have a linear relationship.

From the results of multiple regression analysis obtained $R=0.398$ with $p = .000$ ($p < .050$) this shows if there is a positive correlation between Psychological Capital and Perceived Organizational Support with Workplace Wellbeing in employees. The additional test used to see the correlation in each variable is the results of product moment analysis showing the correlation coefficient ($rx1y$) = 0.263 and $p = .000$ ($p < .050$), which shows if Psychological Capital with Workplace Wellbeing has a significant correlation and from the results of product moment analysis the research data shows the correlation coefficient ($rx2y$) = .398 and $p = .000$ ($p < .050$), which proves if Perceived Organizational Support with Workplace Wellbeing has a positive correlation.

The correlation between Psychological Capital and Perceived Organizational Support with Workplace Wellbeing means that each aspect of Psychological Capital and Perceived Organizational Support contributes to Workplace Wellbeing. The coefficient of determination between Psychological Capital and Workplace Wellbeing is $(R^2) = 0.069$, meaning that Psychological Capital contributes to Workplace Wellbeing by 6,9 %. with the remaining 93,1% influenced by factors outside the study.

The coefficient of determination between Perceived Organizational Support and Workplace Wellbeing $(R^2) = 0.158$, which means that the contribution of Perceived Organizational Support to Workplace Wellbeing is 15,8% with the remaining 84,2% due to other factors. The coefficient of determination between Psychological Capital and Perceived Organizational Support with Workplace Wellbeing is Adjusted $(R^2) = 0.158$, which means that the contribution of Psychological Capital and Perceived Organizational Support to Workplace Wellbeing is 15,8% with the remaining 84,2% due to factors outside the study.

Based on the categorization of subject scores on the Workplace Wellbeing scale, 26 subjects (28,3%) have a high level of Workplace Wellbeing, about 52 subjects (56,5%) have a moderate level of Workplace Wellbeing. And there are 14 subjects (15,2%) in the low categorization. This proves that the subjects of this study have a high, moderate level of Workplace Wellbeing. Meanwhile, on the Psychological Capital scale, 30 subjects (32,6%) have a high level of Psychological Capital, about 62 subjects (67,4%) have a medium level of Psychological Capital, and about no subject has a low level of Psychological Capital. This proves that the subjects in this study have high, medium levels of Psychological Capital. As well as the Perceived Organizational Support scale, it is known if the research subjects have a score of 38 subjects (41,3%) with high categorization, 54 subjects (58,7%) with moderate categorization.

The results of this study are relevant to research conducted by Bernadeta (2021) which reveals that Perceived Organizational Support and Workplace Wellbeing have a positive coefficient score $(r_{xy}) = 0.348$ and $p < .050$. Other studies also state a significant correlation between POS and WWB such as research conducted by Rosmala (2021) which reveals that Perceived Organizational Support and Workplace Wellbeing have a significant correlation, with 49 workers in Pati. Which has a correlation value $(R^2) = 0.364$ ($p < .050$) and an effective contribution of 13.3% and the remaining 86.7% is influenced by factors other than research. Likewise, from research by Agustini (2021) which shows that there is a positive correlation between psychological capital and nurse wellbeing in the workplace with the subject being 116 nurses at the Ibn Sina Islamic Hospital Pekanbaru. Other studies also state that there is a significant correlation between Psychological Capital and Workplace Wellbeing, such as research from Sui (2013) entitled Psychological Capital, Workplace wellbeing, and Work-Life Balance Among Chinese Employees A Cross-Lagged Analysis, stating the research results that Psychological Capital has a positive correlation with the participants' work wellbeing.

So, in this study, the hypothesis stating that there is a positive relationship between Psychological Capital and Perceived Organizational Support with Workplace Wellbeing in Employees is significantly accepted, the higher the Psychological Capital and Perceived Organizational Support, the higher the Workplace Wellbeing felt by employees.

Conclusion

Based on the results of research and discussion in this study, it can be concluded that there is a significant positive relationship between Psychological Capital and Perceived Organizational Support with Workplace Wellbeing in employees. This means that the research objectives have been achieved. This shows that the higher the Psychological Capital and Perceived Organizational Support, the higher the Workplace Wellbeing felt by employees, and vice versa, the lower the Psychological Capital and Perceived Organizational Support, the lower the Workplace Wellbeing felt by employees.

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