Organizational Support Perceived as a Predictor of Psychological Well-being among Employees at the Human Resource Development Center

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Keywords:	ABSTRACT
Employees, Perceived Organizational Support Psychological well-being	This study uses a quantitative approach with a survey method. The subjects of the study were 103 employees selected through a simple random sampling technique. The instruments used included the Perceived Organizational Support Scale (POSS-16) from Eisenberger et al. (1986) with 16 items, and Ryff's Psychological Well-Being Scale consisting of 18 items. The results of the analysis showed that perceived organizational support had a significant effect on overall psychological well-being ($p = 0.000$; path coefficient = 0.713). More specifically, POS has a significant effect on five of the six dimensions of PWB, namely autonomy (path coefficient = 0.648; $R^2 = 0.420$), environmental mastery (path coefficient = 0.611; $R^2 = 0.373$), personal growth (path coefficient = 0.618; $R^2 = 0.381$), positive relations with others (path coefficient = 0.608; $R^2 = 0.369$), and purpose in life (path coefficient = 0.582; $R^2 = 0.339$). However, no significant effect of POS was found on the self-acceptance dimension. This finding confirms that perceived organizational support plays an important role in improving employee psychological well-being, especially in the five main dimensions of PWB. The results of the study provide important implications for organizational management, especially in designing strategies that encourage the creation of a supportive and conducive work environment for improving employee psychological well-being
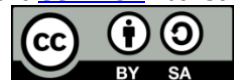
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1. INTRODUCTION

Every organization strives to adapt to the demands and needs of its stakeholders to effectively carry out its responsibilities and authorities. In general, every employee desires well-being in their workplace. The well-being derived from work influences not only employee satisfaction but also employee creativity, supporting the notion that a positive work environment fosters dedication and consistent performance [1], [2]. This aims to obtain positive feedback from the agency, thus improving employee welfare through salary increases and job promotions [3], [4]. Almost everyone in the world works with the hope of gaining well-being from their work. Therefore, employee well-being is a major topic in the workplace [5], [6].

Psychological well-being is a reflection of feelings, especially for employees at the Ministry of Home Affairs (Kemendagri) government agency in Yogyakarta who provide various services to the community. The psychological well-being of State Civil Apparatus (ASN) will help them achieve government goals (Presidential Regulation of the Republic of Indonesia, 2017). Individuals with high well-being demonstrate better psychological resources and have better problem-solving abilities [7]

The author's preliminary data indicate a lack of independent decision-making ability when faced with social pressure. Employees perceive a lack of communication within the office environment, frequent miscommunication between coworkers, difficulty developing themselves personally, and an inability to maintain positive relationships with coworkers. Meanwhile, organizations perceived as supportive can help employees feel more psychologically and emotionally comfortable, which in turn leads to greater work productivity and life satisfaction [8], [9], [10].

One factor that plays a role in influencing psychological well-being is perceived organizational support (POS). Organizational support for its employees can improve their psychological well-being within the organization. Studies show that organizational support and psychological empowerment are crucial for improving employee psychological well-being, which leads to improved job performance. Employees who feel supported by their company report better psychological well-being as a result of organizational empowerment [11], [12]. A study found that perceived organizational support (POS) correlated with employee well-being, involving 89.6% of lecturers [13], [14].

Despite these findings, research specifically exploring the role of perceived organizational support as a predictor of psychological well-being among government employees in Indonesia remains limited. Most existing studies have focused on lecturers, private sector employees, or specific occupational groups, leaving a gap in the literature regarding the State Civil Apparatus within government institutions such as the Pusat Pengembangan Sumber Daya Manusia. Addressing this gap is important, as the psychological well-being of State Civil Apparatus directly impacts their ability to deliver quality public services and fulfill governmental objectives. Observing the phenomenon described by the author and supplemented by data from previous research, the focus of this study is to determine the influence of perceived organizational support by involving six dimensions of Psychological Well-being.

2. METHOD

The research method used is a quantitative approach, with a survey research type. The population in the study was all employees at the Human Resources Development Center (PPSDM), Ministry of Home Affairs, Yogyakarta Region. There are 146 people, 100 of whom are Civil Servants (PNS), and 46 others are PPNPN employees. Because it was not feasible to use the entire population, the author determined the sample size using a probability-based sampling method. A simple random sampling technique was chosen, providing each member of the population an equal opportunity to be selected. To ensure representativeness, the Krejcie and Morgan table [15] was used. From a total population of 146 employees and with a 5% margin of error, the required sample size was determined to be 103 employees. Data collection was carried out by distributing questionnaires.via Google Form to PPSDM employees according to the instructions provided. Two questionnaires were used to assist in data collection, namely the Psychological Well-being Scale (PWBS-18), which was compiled and developed by Ryff & Keyes [16]. This scale consists of 18 items that describe six dimensions of psychological well-being, namely autonomy, environmental mastery, personal growth, positive relations with others, purpose in life, and self-acceptance, as well as a survey of perceived organizational support (SPOS). This scale is a modification of the SPOS scale created by Eisenberger et al. [17], which is based on three aspects of Rhoades and Eisenberger [18]. Both instruments were translated, back-translated, and adapted to the Indonesian cultural

context. Content validity was established through expert judgment, while construct validity and reliability were tested using Confirmatory Factor Analysis (CFA). Reliability was evaluated using Cronbach's Alpha and Composite Reliability (CR), with values above 0.70 considered acceptable. Convergent validity was assessed through Average Variance Extracted (AVE > 0.50), and discriminant validity was assessed using the Fornell–Larcker criterion and HTMT ratio. The results of the data obtained in the field were processed using descriptive analysis techniques and Structural Equation Model-Partial Least Squares (PLS-SEM). PLS-SEM was selected due to its suitability for predictive models and relatively small to medium sample sizes. The analysis consisted of two stages: evaluation of the measurement model, which included tests of validity and reliability, and evaluation of the structural model, which involved assessing path coefficients and R^2 [19]. The hypothesis was tested with the help of the SmartPLS 3.0 program. Then, descriptive analysis was conducted to describe the characteristics of the research subjects and categorize the variables. Therefore, the research flow chart is as follows.
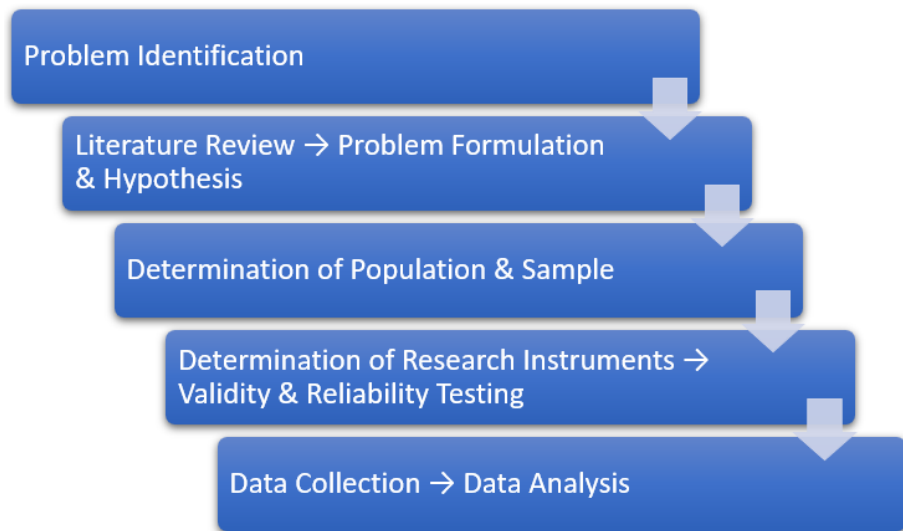
Problem Identification

Literature Review → Problem Formulation & Hypothesis

Determination of Population & Sample

Determination of Research Instruments → Validity & Reliability Testing

Data Collection → Data Analysis

Figure 1. Research Flow Chart

3. RESULTS

This study aims to test the validity of the theory under study, namely the influence of Perceived Social Support on Psychological Well-being. The characteristics of this study, based on the distribution of two psychological scales, with 103 employees, are as follows:

Table 1. Description of Age, Length of Service, Employment Status, and Gender

No	Category	Frequency	Percentage
1	Age		
	20-29 years old	20	19.42%
	30-39 years	27	26.21%
	40-49 years	40	38.83%
	50-59 years	14	13.59%
	60-69 years	2	1.94%
2	Length of work		
	1 year - 4 years	19	20.21%
	5 years - 8 years	8	8.51%
	9 years – 12 years	19	20.21%
	13 years – 16 years	27	28.72%
	> 17 years	21	22.34%
3	Employment Status		
	Civil Servant	64	62.14%
	PPNPN	38	36.89%
4	Gender		
	Man	59	57.28%
	Woman	44	42.72%
	Total	**103**	**100%**

Based on data from 103 employees, the majority are in the 40–49 age range (38.83%), followed by the 30–39 age group (26.21%) and the 20–29 age group (19.42%). In terms of length of service, most employees have worked for 13–16 years (28.72%) and more than 17 years (22.34%). In terms of employment status, the majority are civil servants (62.14%), while the rest are PPNPN (36.89%). Based on gender, employees are predominantly male (57.28%) compared to female (42.72%). This data reflects the composition of employees who are relatively experienced and dominated by civil servants and the productive age group.

Table 2. Variable description

Category	Percentage							
	PWB	POST	Autonomy	Environmental Mastery	Personal Growth	Positive Relations with Others	Purpose in Life	Self-Acceptance
Very high	1.94%	0.97%	1.94%	3.88%	1.94%	8.74%	1.94%	34.95%
High	9.71%	4.85%	9.71%	13.59%	15.53%	41.75%	4.85%	58.25%
Moderate	75.73%	86.41%	26.21%	57.28%	0%	43.69%	20.39%	4.85%
Low	12.62%	7.77%	49.51%	20.39%	64.08%	4.85%	45.63%	0.97%
Very Low	0%	0%	12.62%	4.85%	18.45%	0%	27.18%	0.97%

Based on Table 2, the level of Psychological Well-Being (PWB) among PPSDM employees was predominantly in the moderate category (75.73%), followed by low (12.62%), high (9.71%), and very high (1.94%). No respondents were found in the very low category. Meanwhile, for Perceived Organizational Support (POST), most respondents were in the moderate category (86.41%), followed by low (7.77%), high (4.85%), and very high (0.97%). Looking at the dimensions of PWB, the autonomy dimension showed that most respondents were in the low category (49.51%), followed by moderate (26.21%), very low (12.62%), high (9.71%), and very high (1.94%). In the environmental mastery dimension, most respondents fell into the moderate category (57.28%), followed by high (13.59%), low (20.39%), very high (3.88%), and very low (4.85%). A different tendency was found in personal growth, where the majority of respondents were in the low category (64.08%), followed by very low (18.45%), high (15.53%), and very high (1.94%), with no respondents in the moderate category. In the positive relations with others dimension, most respondents were in the high (41.75%) and moderate (43.69%) categories, while smaller proportions were in very high (8.74%) and low (4.85%), with no respondents in the very low category. Furthermore, in the purpose in life dimension, the largest proportion of respondents were in the low category (45.63%), followed by moderate (20.39%), very low (27.18%), high (4.85%), and very high (1.94%). Finally, the self-acceptance dimension showed the highest distribution in the high category (58.25%), followed by very high (34.95%), moderate (4.85%), low (0.97%), and very low (0.97%).
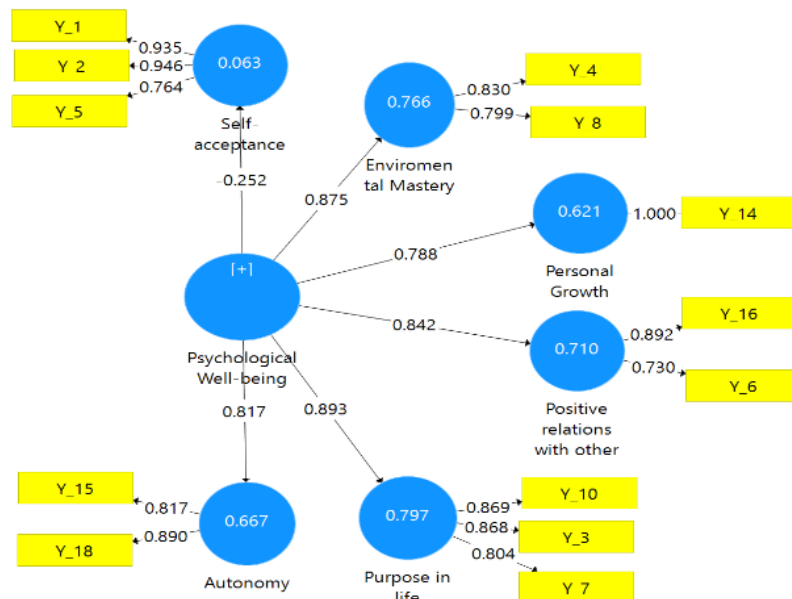
Figure 2. Outer Model Second Order Confirmatory Factor Analysis Psychological Well-being

Figure 2 shows a second-level confirmatory model for the construct of psychological well-being. In this model, psychological well-being, as a second-level latent construct, is formed by six main dimensions: Autonomy, Environmental Mastery, Personal Growth, Positive Relations with Others, Purpose in Life, and Self-Acceptance. Each dimension is reflected by its own indicators and is significantly correlated with the others. This model confirms that psychological well-being is a multidimensional construct, where all its constituent aspects are interconnected and collectively represent an individual's psychological well-being. The quality of the relationships between indicators and constructs also indicates good measurement validity and reliability, supporting the model's suitability for further analysis.
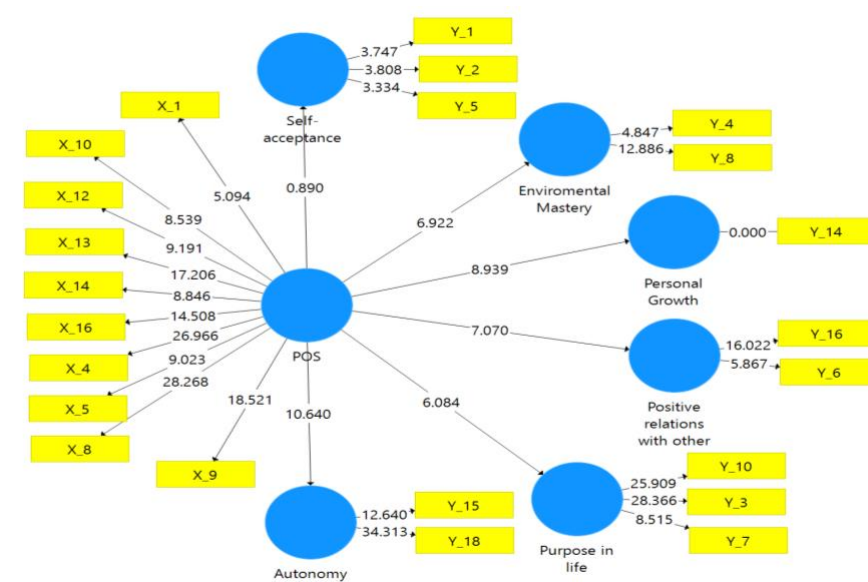
Figure 3. Outer Model Perceived Organizational Support (POS)

Figure 3 shows the Outer Model for the construct of perceived organizational support, which acts as a first-level latent construct and directly influences six dimensions of psychological well-being: self-acceptance, environmental mastery, personal growth, positive relations with others, purpose in life, and autonomy. Each dimension is reflected by several indicators (marked with the code Y) and is significantly interconnected with perceived organizational support, with loading values and coefficient paths listed on each arrow. This model indicates that perceived organizational support has a strong and significant relationship with the dimensions of employee psychological well-being. The relatively high factor loading values (mostly > 6,000) indicate that the indicators contribute quite well to their respective dimensions. This strengthens the assumption that the higher the perception of organizational support, the better the individual's psychological well-being in relevant aspects.
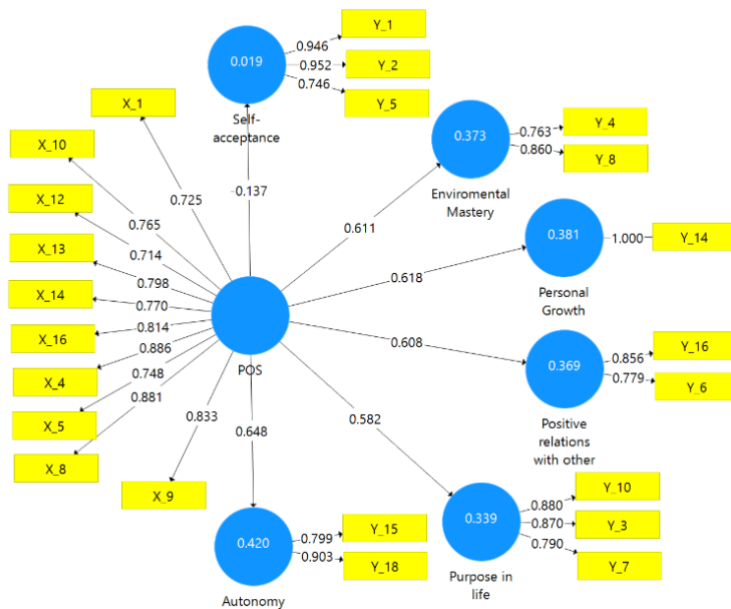
Figure 4. Results of Inner Model POS Testing and PWB Dimensions

Figure 4 displays the inner model of the results of testing the relationship between perceived organizational support and six dimensions of psychological well-being. Perceived organizational support has the strongest relationship with the autonomy dimension (path value = 0.648) and a fairly strong relationship with environmental mastery (0.611), personal growth (0.618), and positive relations with others (0.608). The relationship with purpose in life (0.582) is also significant, although lower. However, the relationship between perceived organizational support and self-acceptance is very weak (0.137) and insignificant, indicating that perceived organizational support does not directly influence self-acceptance. This model shows that perceived support from the organization plays an important role in improving certain aspects of employee psychological well-being, especially in terms of autonomy, personal growth, environmental mastery, and social relationships. The indicator loading values for each dimension are also above the minimum threshold (generally ≥ 0.70), which strengthens the construct validity of this model. These findings confirm that a supportive work environment significantly contributes to improving the main dimensions of employee psychological well-being.

Table 3. Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation	T Statistics	P Values
POS -> PWB	0.713	0.741	0.050	14,166	0,000
POS -> Autonomy	0.648	0.649	0.065	9,894	0,000
POS -> Environmental Mastery	0.611	0.608	0.089	6,893	0,000
POS -> Personal Growth	0.618	0.613	0.079	7,780	0,000
POS -> Positive relations with others	0.608	0.611	0.090	6,748	0,000
POS -> Purpose in life	0.582	0.577	0.097	6,022	0,000
POS -> Self-acceptance	-0.137	-0.146	0.140	0.979	0.328

Table 3 shows the results of testing the relationship between Perceived Organizational Support (POS) and the dimensions of Psychological Well-Being (PWB) using the path coefficient test. The results indicate that POS has a significant positive effect on PWB as a whole (coefficient value = 0.713; t = 14.166; p = 0.000). In addition, POS also has a significant effect on almost all dimensions of PWB: Autonomy (0.648; p = 0.000), Environmental Mastery (0.611; p = 0.000), Personal Growth (0.618; p = 0.000), Positive Relations with Others (0.608; p = 0.000), and Purpose in Life (0.582; p = 0.000). However, the effect of POS on Self-Acceptance was not significant (coefficient = -0.137; t = 0.979; p = 0.328), indicating that perceived organizational support does not play a direct role in self-acceptance. Overall, these results confirm that organizational support has a significant contribution in improving psychological well-being, especially in the functional and relational aspects of employees.

Table 4. Coefficient of Determination

	R Square	Adjusted R Square
Autonomy	0.420	0.414
Environmental Mastery	0.373	0.367
Personal Growth	0.381	0.375
Positive relations with others	0.369	0.363
Purpose in life	0.339	0.332
Self-acceptance	0.019	0.009
PWB	0.508	0.503

Table 4 shows the coefficient of determination (R^2) and adjusted R^2 values for each dimension of psychological well-being and the overall psychological well-being construct, which are influenced by perceived organizational support. The highest R^2 value is found for the overall psychological well-being construct (0.508), indicating that perceived organizational support is able to explain approximately 50.8% of the variability in psychological well-being. The dimension most influenced by perceived organizational support is autonomy (R^2 = 0.420), followed by personal growth (0.381), environmental mastery (0.373), positive relations with others (0.369), and purpose in life (0.339). Meanwhile, self-acceptance has a very low R^2 (0.019), indicating that perceived organizational support barely explains this variable. These results reinforce previous findings that perceived organizational support plays a significant role in shaping most aspects of psychological well-being, except for self-acceptance, which appears to be more influenced by internal or other personal factors.

4. DISCUSSION

The results of the categorization of the autonomy dimension in this study show that the majority of employees (49.51%) are in the low category for this dimension of autonomy. This shows limitations in independent decision-making. According to the Self-Determination theory [20], autonomy is a basic human need that is important for motivation and psychological well-being. This condition indicates that although perceived organizational support is generally high, freedom in decision-making in the PPSDM environment is still not optimal. The autonomy dimension refers to individuals who are able to regulate themselves and assess things based on their own views without seeking validation from others, but rather using their personal standards in evaluating themselves [16], [21]. This suggests that employees may feel constrained by organizational rules and hierarchies, which limit their capacity to exercise autonomy despite the presence of support. Such constraints have also been noted in studies of bureaucratic organizations, where high levels of structure can inhibit individual initiative [20], [22]. Therefore, organizational interventions should not only increase perceived support but also create spaces for employees to make independent decisions within their scope of responsibility.

The majority of employees, 59 people (57.28%), were in the moderate category in the environmental mastery dimension, demonstrating sufficient ability to manage and adapt to the work environment. Good environmental mastery enables employees to be more adaptive to changes and work challenges. According to Ryff [23], high environmental mastery correlates with psychological well-being and work effectiveness. PPSDM employees who possess good environmental mastery generally demonstrate stable psychological well-being, carry out their responsibilities to the state in accordance with the 1945 Constitution, and continue to uphold the values of Pancasila. A good level of environmental mastery can be seen from the daily roll call routine and morning exercise activities held every Friday. This finding is in line with research conducted by Ryff & Keyes [24], which states that environmental mastery contributes to a person's psychological well-being, where individuals who are able to manage their environment well tend to have higher levels of satisfaction and well-being. However, the moderate dominance indicates that mastery of the work environment is still not optimal. Compared with studies in similar public institutions, moderate environmental mastery is often linked to rigid bureaucratic systems that reduce employees' flexibility [25], [26]. Thus, while basic routines support stability, they may also create a sense of stagnation that limits full adaptation.

The categorization of the personal growth dimension revealed that the majority of 66 employees, or 64.08%, fell into the low category. Ryff [23] stated that the ideal psychological state, called personal growth, requires a person to optimize their potential for personal development. One reason why the personal growth dimension in this study was included in the low category is that there were no special activities from the office, and routine activities remained the same as the previous days. The absence of the medium category in the distribution also reinforces that there is a gap in the perception of personal growth, which tends to be extreme on both sides: a small portion feels very developed, but the majority actually feels less or even very less developed. This condition needs to be a concern for organizations, because personal growth is one of the important indicators of psychological well-being and work motivation. Efforts to improve training, self-development, and employee empowerment can be a strategic solution in improving the perception and reality of employee personal growth [27], [28]. These findings echo previous research

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showing that organizations lacking continuous professional development programs often experience stagnation in employees' sense of growth [29], [30]. Therefore, the implication is that PPSDM should design structured capacity-building programs to close the gap and promote sustainable growth among employees.

The categorization of the positive relations with others dimension shows that the majority of PPSDM employees are in the medium category, namely 45 people with a percentage of 43.69%, followed by the high category of around 43 people, or 43.69% in positive relations with others, indicating fairly good social relations in the workplace. Positive interpersonal relationships can improve collaboration and job satisfaction. According to research by Dutton et al [31], positive relationships in the workplace contribute to employee well-being and performance. According to Ryff [23], positive relations with others reflect interpersonal interactions characterized by a warm attitude, mutual trust, caring, empathy, and an understanding of the principle of giving and receiving in a relationship. Employees who have a more open nature (extrovert) and are able to maintain good relationships with their colleagues at work tend to achieve a better level of psychological well-being. The medium category in the positive relations with others dimension can be associated with the staffing structure, where, in this study, the majority of respondents came from the civil servant group, with a percentage of 62.14%. This indicates that while employees maintain functional relationships, deeper collaboration and trust-building are still areas for improvement. Compared to private organizations, public institutions often show moderate levels of social relations due to formalized interactions [32]. Strengthening team-based initiatives could therefore foster stronger bonds and enhance collective well-being.

Judging from the purpose in life dimension, 47 PPSDM employees (45.63%) were in the low category, followed by 28 employees (27.18%) in the very low category, and 21 employees (20.39%) in the moderate category. This indicates a lack of direction or meaning in their work. A lack of purpose in life can reduce motivation and job satisfaction. This is in line with research showing that a high purpose in life contributes positively to employee psychological well-being and performance. For example, research by Syahrial & Tanuwijaya [33] found that relating to meaning and purpose in life has a positive impact on employee job satisfaction and performance in the workplace.

However, the majority of employees are of productive age and have worked for more than 13 years, which reflects career maturity [34], [35]. This is not automatically reflected in the dimensions of personal growth and purpose in life, which actually show a low category. This finding is in line with research by Koen et al. [36], which states that career maturity needs to be facilitated through organizational support to contribute to personal development and goal orientation [37].

The self-acceptance dimension shows that the majority of PPSDM employees are in the high category, namely 60 people with a percentage of 58.25% showing a positive attitude towards themselves and acceptance of personal strengths and weaknesses. High self-acceptance contributes to psychological well-being and emotional stability. According to Ryff [23], high self-acceptance is correlated with good mental health and life satisfaction. An initial study conducted by researchers found that being a civil servant is a calling of the heart to give the best for national security, and the ability of employees to adapt to the demands of the work they do is the reason why the self-acceptance dimension is in the medium category.

After eliminating five indicators that did not meet convergent validity, the POS demonstrated strong validity and reliability. Cross-loadings showed the highest values for all indicators against the POS construct, and composite reliability reached 0.945. These results support the theory of Eisenberger et al. [17], which states that perceived organizational support will increase employee engagement, loyalty, and well-being. Research by Rhoades & Eisenberger [18] also shows that POS positively influences job satisfaction and psychological balance.

Based on the results of data analysis, it was found that perceived organizational support (POS) did not significantly influence the self-acceptance dimension of PPSDM Kemendagri Regional Yogyakarta employees. The path coefficient of -0.137 with a p-value of 0.374 (> 0.05) indicates that the relationship between POS and self-acceptance is not statistically significant. The very low coefficient of determination (R^2) of 0.019 also indicates that only 1.9% of the variation in self-acceptance can be explained by POS, while the rest is influenced by other factors outside of organizational support.

Theoretically, self-acceptance is a dimension of psychological well-being that is heavily influenced by internal factors, such as personality, self-esteem, life experiences, and self-reflection. According to Ryff and

Keyes [16], self-acceptance relates to how individuals positively accept their strengths and weaknesses. Therefore, even if an organization provides support, it may not always be able to change an individual's perception of themselves. Unlike other dimensions, such as autonomy or positive relations with others, which are more responsive to the work environment, self-acceptance develops through a deeper internal process.

These findings align with those of Eisenberger et al. [17] and Rhoades & Eisenberger [18], who stated that POS exerts a stronger influence on external and social dimensions of psychological well-being, such as interpersonal relationships and feelings of appreciation from the organization. Therefore, interventions to improve self-acceptance need to be directed at personal development through individual psychological approaches such as self-awareness training, counseling, or self-esteem enhancement programs, rather than solely through organizational policies. These findings broaden our understanding of the extent of organizational support's influence on intrapersonal psychological aspects. Illustration of the flow of perceived organizational support's influence on psychological well-being.

Figure 5. Illustration of the Flow of Perceived Organizational Support's Influence on Psychological Well-Being

5. CONCLUSION

Based on the analysis and discussion, this study concludes that perceived organizational support (POS) plays a significant role in improving the psychological well-being (PWB) of employees at the Yogyakarta Regional Human Resources Development Center (PPSDM) of the Ministry of Home Affairs. The main findings indicate that the higher employees' perceptions of organizational support, the higher their perceived level of psychological well-being. POS significantly influences five of the six dimensions of PWB, namely autonomy, environmental mastery, personal growth, positive relations with others, and purpose in life, while the self-acceptance dimension does not show a significant relationship. This provides a new contribution that perceived organizational support does not necessarily increase self-acceptance, which is more influenced by internal factors. Although the influence of POS on PWB is generally quite strong, its influence on each dimension is still relatively weak, indicating the need for further study of other factors contributing to employee psychological well-being. These findings emphasize the strategic importance of organizational support in building the psychological well-being of public sector employees, while also pointing out that certain aspects of well-being, such as self-acceptance, may require different approaches, particularly those targeting individual-level development. The study enriches the body of knowledge in industrial and organizational psychology by highlighting the nuanced role of organizational support in employee well-being. However, this research is limited to a single organizational context, which may reduce the generalizability of the findings. Future studies are encouraged to explore diverse organizational settings, incorporate longitudinal designs, and examine additional predictors such as personality traits, coping strategies, or cultural factors that may better explain variations in psychological well-being. Such efforts would provide a more comprehensive understanding and stronger foundation for both organizational policy and employee development programs.

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