

The Mediating Role of Psychological Capital: Perceived Organizational Support and Well-Being

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ABSTRACT

This article was written to analyze the influence of the impact of perceived organizational support on employee well-being of West Sumatra Province Transportation Service employees. 68 employees of the West Sumatra Province Transportation Service were respondents in this research. Data were statistically analyzed using SEMPLS structural equation modeling. Research result show that: (1) perceived organizational support has a positive and significant impact on well-being in employees of the West Sumatra Province Transportation Service (2) perceived organizational support has a positive and significant impact on psychological capital in employees of the West Sumatra Province Transportation Service (3) psychological capital has a positive impact and significantly on well-being in employees of the West Sumatra Province Transportation Service (4) psychological capital has a positive and significant mediating impact on the influence of perceived organizational support on well-being in employees of the West Sumatra Province Transportation Service.

Doi:



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INTRODUCTION

In the workplace, well-being has long been a problem that many businesses disregard. According to (Juchnowicz & Kinowska, 2021) a person is said to be in good health when they have reached their maximum potential and are functioning to their full potential. Organizations are increasingly realizing the need of taking employee well-being seriously as numerous studies correlate productivity levels, general health, and worker well-being. Employees who feel good and exhibit favorable psychological functions are great assets for any firm, according o one study (Roemer & Harris, 2018).

Well-being, or the state of feeling good, healthy, and happy, is connected to interactions with many aspects of life, particularly with work activities and job duties. A element that affects an organization's long-term effectiveness is employee well-being. Low well-being may have negative consequences for employees and organization, such as: for example, low levels of organizational commitment (Matin et al., 2012), increased absenteeism (Olivares-Faúndez et al., 2014), and reduced productivity (Dewa et al., 2014), low job satisfaction and increased turnover intention (Smoktunowicz et al., 2015).

Many factors can influence well-being, including perceived organizational support, job insecurity, job satisfaction, work environment, and job promotions (Nadia & Fathurahman, 2018). However (Setyoko et al., 2022) suggest perceived organizational support as a factor that can influence well-being. Based

on the Job Demands-Resources Theory developed by (Bakker & Demerouti, 2007) it explains human resource management which involves work demands and resources related to well-being and work. Where perceived organizational support acts as a job resource in dealing with work demands experienced by employees. Apart from perceived organizational support, psychological capital can also influence well-being. Psychological Capital is a positive motivational condition that arises from a person's support for hope, resilience, self-efficacy, and optimism. (Daria, 2020) in his research stated that increasing psychological capital will reduce fatigue and increase well-being and performance. However, there is limited research on how psychological capital mediates the relationship between perceived organizational support and well-being.

The importance of well-being does not only apply to companies that focus on profit, but also to government organizations such as the West Sumatra Provincial Transportation Service. The West Sumatra Province Transportation Service is a supporting element of the Regional Government in the field of transportation as the organizer of government affairs in the transportation or transportation sector for the West Sumatra Province region. Where West Sumatra Province Transportation Service employees play an important role in their work, namely providing safe and comfortable transportation services, as well as organizing and monitoring the flow of vehicles and transportation from Regions/Cities, Provinces and the Center. The importance of well-being is also discussed in research (Sirgy, 2012) that people who have positive and happy energy will have a healthy physical and better mentality. Employees often face job duties and demands in handling complex problems and carrying out other administrative tasks. Therefore, it is important for organizations to pay attention to employee welfare by providing good support from the organization and motivating employees to increase psychological capital in order to create high well-being in employees which will later have a positive impact on the organization and also for employees of the West Sumatra Province Transportation Service.

LITERATURE REVIEW

Perceived Organizational Support

Perceived organizational support is an attitude that convinces someone that the organization where they work values their contributions and cares about their well-being (Eisenberger et al., 1986). With high perceived organizational support, it can encourage individuals to have positive relationships and enthusiasm in carrying out their work because they feel that they have found happiness in their work. (Meyers et al., 2019) found that perceived organizational support has a positive and significant effect on well-being, where high organizational support will create high work morale from employees, so that employees feel happy at work.

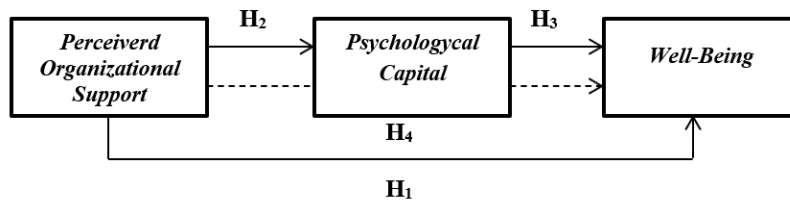
Well-Being

(Juchnowicz & Kinowska, 2021) defines well-being as a condition of individuals who achieve optimal development and function fully. The next analysis identifies the well-being category from a subjective and psychological perspective. (Diener, 1999) defines subjective well-being as the overall desires of each person which are positive in nature, while psychological well-being is an individual's subjective feelings and evaluation of himself. Low levels of well-being can have a negative impact on employees and the organization, such as reduced productivity, high levels of absenteeism, low job satisfaction and will impact on low levels of organizational commitment. The importance of well-being is discussed in research (Sirgy, 2012) which states that people who have positive and happy energy will have healthy physical and better mental health.

Psychological Capital

According to (Luthans et al., 2007), psychological capital is the growth of a favorable psychological state in people who exhibit the following traits: (1) having the self-confidence to choose and submit the effort needed to succeed in challenging tasks (self-efficacy); (2) making positive attributions about current and future success (optimism); (3) perseverance in achieving goals and, if necessary, diverting methods to achieve goals in order to achieve success (hope); (4) when faced with challenges and hardships, people can persevere, bounce back, and even outperform their initial circumstance to find success (resilience). The suitability of the psychological capital possessed by each individual will encourage employee performance to be better at work. (Deckers, 2021) defines that: "Psychological capital is an individual's psychological aspect that is related to a sense of joy and the ability to manipulate, control and impact the environment according to the employee's desires and abilities, which is characterized by self-efficacy, hope and resilience."

Employees who have psychological capital will be able to face stressful situations due to work pressure and feel happy in doing their work. (Dello Russo & Stoykova, 2015) stated that: "Employees with high psychological capital, the individual's well-being in the work environment will also be high, then it is hoped that this will increase the potential of human resources in the organization."



Picture 1. Conceptual Framework

Hypothesis

In the study, we have perceived organizational support as the dependent variable, well-being as the independent variable, and psychological capital as the intervening variable. Based on the above conceptual framework and empirical studies, researchers proposed several research hypotheses:

H1: Perceived Organizational Support has a positive impact on Well-Being

H2: Perceived Organizational Support has a positive impact on Well-Being

H3: Psychological Capital has a positive impact on Well-Being

H4: Psychological capital is able to mediate the influence of perceived organizational support on well-being

METHOD

This research uses a causative approach method. The causative method is the method used in this research, which is useful for describing cause-and-effect relationships. Participants in this research were 68 employees at the West Sumatra Province Transportation Service. The census sampling method was used for sampling. Using a Likert scale questionnaire as a data collection instrument. Structural Equation Model (SEM) is used as a data analysis method, with the help of the SmartPLS 4.0 application. In the study, well-being adopts the 8 item question used by (Diener, 1999). Perceived organizational support adopts the 8 item question used by (Rhoades & Eisenberger, 2002). Psychological capital adopts the 24 item question from (Luthans et al., 2007). Test assumptions, and test hypotheses.

RESULT AND DISCUSSION

Descriptive Analysis

Based on frequency distribution calculations using 3 indicators and 8 statement items to measure perceived organizational support, a cumulative mean score of 3.17 was obtained for TCR 63.27%. it can be concluded that organizational support for transport services in Wes Sumatera is adequate. Next, psychological capital was measured using 4 indicators and 24 questions, with a cumulative average score of 3.29 points and a TCR of 65.88%. it can be seen that the psychological capital of transportation services in Wes Sumatera Province is sufficient. In order to measure well-being, 3 indicator and 8 question items were used, with a cumulative average score of 3.17 points and a TCR of 63.38%. It can be concluded that transportation services in West Sumatera are in good condition.

Inferential Analysis

This study uses a data analysis method which is structural equations model (SEM) with SmartPLS 4. A variant-based structural equations analysis known as partial least squares can simultaneously test measurement models and structural models. The analysis conducted in this study is as follows:

Outer Model

Instrument test are used to see the validity and reliability of a model. In the instrument test, the validity test of each indicator were measured by Average Variance Extracted (AVE) and reliability test were measured by composite reliability and Cronbach Alpha.

1. Validity test

Table 1. Validity Test

Variable	AVE (Average Variance Extracted)
Perceived Organizational Support	0.623
Psychological Capital	0.625
Well-Being	0.618

According to (Hair Joe F, Jeffrey Joe Risher, Marko Sarstedt, 2018), convergent validity is measured by removing the outer loading of the indicator and Average Variance Extracted (AVE). Convergent validity as measured by AVE must be at least 0.5 or higher (≥ 0.5). An AVE value of 0.5 or higher indicates that on average the variable or construct can explain more than half of the variance of the indicators. In table 1 above it can be seen that the AVE value for all variables is greater than 0.5, meaning that all variables have fulfilled the required rules. Thus, it can be concluded that each variable in this study has met the convergent validity test criteria.

2. Realibility Test

Table 2. Realibility Test

Variable	Cronbach's Alpha
Perceived Organizational Support	0.913
Psychologycal Capital	0.974
Well-Being	0.911

Based on the rule of thumb, composite reliability value, and cronbach's alpha, a construct is considered reliable if its value is higher than 0.7. In table 15 above, it can be seen that the composite realibility and cronbach's alpha values for each construct exceed 0.7. It can be concluded that all variables in this study are considered reliable.

Inner Model

The R-Square model's value is examined as part of the model's inner test to ascertain the impact of the exogenous variable on the endogenous variable. SmartPLS 4 is used to estimate results using R-square.

Table 3. R-square

Variable	R-square
Psychological Capital	0.922
Well-Being	0.903

Table 3 above shows that the R-square value of the psychological capital variable is 0.922. This result shows that 92.2% of psychological capital variables can be affected by perceived organizational support variables. However, the value of the well-being is 0.903, which means that 90.3% of the well-being variables can be affected by the perceived organizational support and psychological capital variables.

Goodness of Fit (GoF) Test

Goodness of Fit (GoF) is an evaluation of the entire model, that is of the measurement model and the structural model. This GoF index can only be calculated by the reflection measurement model, which is the geometric mean communality multiplied by the mean R square. According to (Wetzel, 2009), the GoF index values are interpreted as is 0.1 (low GoF), 0.25 (medium GoF) and 0.36 (high GoF).

Table 4. GoF index

Rerata Communality	Rerata R square	GoF Index
0.622	0.833	0.7197

According to table 4, the calculation results show that the GoF model value is 0.7197, which contains the high GoF category. Empirical data can explain the measurement model and have a high degree of fit to the measurement model.

Hypothesis Testing

The purpose of hypothesis testing is to observe and ascertain the total influence between variables, as well as their direct, indirect, and mediation impact. This test uses bootstrap on SmartPLS 4.0 programmed to establish relationships between endogenous and exogenous impact of variables.

Direct Influence Hypothesis

The inner model's t-statistics are used to conduct the direct influence hypothesis test. If the t-statistic is greater than 1,96, the research hypothesis is valid. The direct influence hypothesis test yielded the following outcomes:

Table 5. Result Inner Model Analysis

Variabel	Original sample (O)	T statistics (O/STDEV)	P values
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Perceived Organizational Support -> Well-Being	0.926	29,401	0.000
Perceived Organizational Support -> Psychological Capital	0.960	62.702	0.000
Psychological Capital > Well-Being	0.770	3.392	0.001

1. Perceived organizational support has a significant positive impact on well-being, with a T-statistic of 29.401 > 1.96 and with a path coefficient of 0.000.
2. Perceived organizational support has a positive and significant impact on psychological capital, the T-statistic of 62.702 > 1.96 and the path coefficient is 0.000.
3. Psychological capital has a positive and significant impact on well-being with a T-statistic of 3.392 > 1.96 and a path coefficient of 0.001.

Mediation Influence Test

If the at-statistic is greater than 1,96, the indirect influence hypothesis can be accepted.

Table 6. Result Inner Model Analysis

Variabel	Original sample (O)	T statistics (O/STDEV)	P values
Perceived Organizational Support -> Psychological Capital -> Well-Being	0.739	3.381	0.001

According to the calculation results of the variable mediation coefficient, when the original sample is 0.001, the T-statistic mediation impact between perceived organizational support, well-being and psychological capital is 3.381>1.96. This means that perceived organizational support on well-being has a significant and positive impact being through the mediating role of psychological capital.

CONCLUSSION

1. Perceived organizational support has a direct, significant and positive impact on the well-being of West Sumatra Province Transportation Service employees. This means that the high levels of perceived organizational support by employees can generate work enthusiasm, which can then increase employee well-being at work.
2. Perceived organizational support has a direct, significant and positive impact on the psychological capital of West Sumatra Province Transportation Service employees. This means that the high level of organizational support that employees feel at work can lead to a general perception that the organization supports them, which can then increase the employee's psychological capital.
3. Psychological capital has a direct, significant and positive impact on the well-being of employees of the Sumatra Province Transportation Service. This means that employees high psychological capital can help them perform their jobs in a physically and mentally healthy manner, which can increasing employee well-being.
4. Psychological capital can moderate the impact of perceived organizational support on the well-being of employees of the West Sumatra Province Transportation Service. This means that the presence of high psychological capital in employees can have a positive impact on high levels of well-being, which can then mediate the relationship between perceived organizational support and employee well-being.

SUGGESTION

Suggestions that can be given to organizations based on the research results found. Based on the research results, it was found that impact of Perceived Organizational Support on Well-Being.

Therefore, the West Sumatra Provincial Transportation Service needs to consider and pay attention to what employees need in increasing organizational support for their employees to improve employee welfare so that agency operations can run smoothly because employees feel they have received support from the agency and work comfortably. That way, this can improve employee welfare.

Meanwhile, for future researchers, this research can be used as reference material for future researchers. The author suggests researching other factors that influence well-being, apart from the author's thoroughness. Future researchers can use a larger number of samples or can use a wider population and sample than the author did.

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