AT – TADBIR
JURNAL ILMIAH MANAJEMEN

Homepage: ojs.uniska.ac.id/attadbir



The Influence of Perceived Organizational Support and Organizational Virtuousness on Performance Mediated by Employee Well-Being in a Glass Packaging Beverage Company

Rifki Rinaldi Fahruni*[1], Dwi Wahyu Artiningsih[2], Rahmi Widyanti[3]
[1 – 3] Universitas Islam Kalimantan Muhammad Arsyad Al-Banjari
e-mail: rifkirrinaldi90@gmail.com

Received:
26 August 2024

Revised:
21 January 2025

Accepted:
22 January 2025

Abstract

Employee performance is crucial for producing quality products and services, crucial for an organization's survival and competitiveness. This study explores how perceived organizational support and organizational virtuousness impact performance, with a focus on the mediating role of employee well-being within a soft drink company. We employed a quantitative approach, using a questionnaire complemented by observations and interviews, distributed to all permanent employees. Data were analyzed using Partial Least Squares (PLS) software, SmartPLS version 4.1.0.3. The findings reveal that perceived organizational support does not directly affect performance (p-value 0.223). In contrast, employee well-being (p-value 0.000) and organizational virtuousness (p-value 0.021) directly influence performance. Moreover, employee well-being does not mediate the relationship between perceived organizational support and performance (p-value 0.162), nor does it between organizational virtuousness and performance (p-value 0.242). The study concludes that while organizational support does not directly enhance performance, the presence of organizational virtuousness and employee well-being are significant direct contributors.

Keywords: Perceived Organizational Support, Organizational Virtuousness, Employee Well-Being, Performance.

Abstrak

Kinerja karyawan sangat penting untuk menghasilkan produk dan layanan berkualitas, yang merupakan kunci bagi kelangsungan hidup dan daya saing sebuah organisasi. Penelitian ini mengeksplorasi bagaimana dukungan organisasi yang dirasakan dan kebajikan organisasi mempengaruhi kinerja, dengan fokus pada peran mediasi kesejahteraan karyawan dalam sebuah perusahaan minuman ringan. Kami menggunakan pendekatan kuantitatif, dengan menggunakan kuesioner yang dilengkapi dengan observasi dan wawancara, yang didistribusikan kepada semua karyawan tetap. Data dianalisis menggunakan perangkat lunak Partial Least Squares (PLS), SmartPLS versi 4.1.0.3. Temuan menunjukkan bahwa dukungan organisasi yang dirasakan tidak secara langsung mempengaruhi kinerja (nilai-p 0,223). Sebaliknya, kesejahteraan karyawan (nilai-p 0,000) dan kebajikan organisasi (nilai-p 0,021) secara langsung mempengaruhi kinerja. Selain itu, kesejahteraan karyawan tidak memediasi hubungan antara dukungan organisasi yang dirasakan dan kinerja (nilai-p 0,162), juga tidak antara kebajikan organisasi dan kinerja (nilai-p 0,242). Studi ini menyimpulkan bahwa meskipun dukungan organisasi tidak secara langsung meningkatkan kinerja, keberadaan kebajikan organisasi dan kesejahteraan karyawan adalah kontributor langsung yang signifikan.

Kata Kunci : Persepsi Dukungan Organisasi, Kebajikan Organisasi, Kesejahteraan Karyawan, Kinerja.

At-Tadbir: Jurnal Ilmiah Manajemen
Vol. 9, No. 1, 2025, 61 – 84
DOI: 10.31602/atd.v9i1.16225

At-Tadbir: Jurnal Ilmiah Manajemen is licensed under Creative Commons Attribution-Share A like 4.0 International License

1. INTRODUCTION

An organization cannot be separated from its most important asset, which is its human resources. Human resources are the main element, consisting of the skills and abilities possessed by individuals as intangible assets, unlike material and capital (Nabila & Ratnawati, 2020). Human resources cannot be separated from the effectiveness of an organization, as they are the most important factor in determining the success of achieving its vision and mission. The success of an organization depends on the performance of each employee, as results vary based on individual skills and talents (Umihastanti & Friant, 2022). Therefore, companies need to pay more attention to their employees and workforce to balance their aspirations and expectations. This will have an impact on more optimal employee performance.

Performance is characterized as the capacity of an organization to deliver abilities (quality, effectiveness, and other valuable aspects in the work environment). This is crucial because it encompasses the ability of each employee to fulfill their responsibilities (Nguyen et al., 2021). Performance is the application of knowledge, abilities, motivation, and specific skills in behaviors defined by roles. Take, for example, routine tasks. Additionally, individual performance factors are limited to actions and behaviors related to organizational goals (Na-Nan et al., 2018). Workers' proficiency is vital in an organization because productivity means that representatives can create good products or services, enabling the organization to meet standards, compete, and innovate to achieve its goals (Susita and Setyawati, 2020). Employee performance can directly impact organizational performance. According to a recent perspective (Magnier-Watanabe, 2020), several factors influencing performance include the physical, mental, and emotional demands on individuals, their work, the organization, and communication resources. For businesses aiming to generate revenue, such as beverage businesses, efficiency is of utmost importance.

Based on the KPI data from the previous two years, there are 5 categories used in the employee performance evaluation, which are as follows: Outstanding refers to exceptional achievements or quality, above the standards or expectations set. This indicates that something has exceeded expectations or is considered a very high accomplishment. Above Expectation indicates that something has surpassed expectations or standards but may not be as strong as the "Outstanding" category. It shows very good performance or achievements, although not spectacularly exceptional. Meet Expectation shows that something has met or achieved the expectations or standards set. It indicates good performance, in line with what is expected, or is considered an adequate accomplishment. Below Expectation refers to performance or quality that is below the expectations or standards set. It shows that something has not achieved what was expected or is considered less than desired. Poor indicates very low or unsatisfactory performance or quality. It shows that something is far below the standards or expectations set and may require significant improvement.

Table 1. KPI Data in 2022 and 2023ß

´	2022	2023
Outstanding	0%	0%
Above Expectation	6%	28%
Meet Expectation	94%	60%
Below Expectation	0%	12%
Poor	0%	0%

Source: Authors, 2024

In 2022, the results for the "Meet Expectation" category were 94%, and for the "Above Expectation" category, it was 6%. Based on this data, the performance in 2022 was very good. In 2023, the results for the "Above Expectation" category were 28%, "Meet Expectation" was 60%, and "Below Expectation" was 12%. Based on this data, the performance in 2023 shows a 22% increase in the "Above Expectation" category. However, some employees experienced a decline, with the "Below Expectation" category rising to 12%.

Employee well-being significantly influences their performance, with contributing factors including personal characteristics, work environment conditions, and organizational characteristics (Kundi, 2020). Well-being is crucial not only for employee satisfaction but also for the overall effectiveness of the organization (Aryanti et al., 2020). If organizations neglect employee comfort, they risk both financial and non-financial losses. Enhancing employee resources—such as physical, intellectual, and social assets—can lead to high performance and greater workplace engagement (Parmenas, 2021).

The foundation of a supportive work environment is organizational support, which provides crucial social and emotional support whether employees work from home or in the office. It fosters a positive workplace atmosphere where employees perceive their organization as appreciative and concerned for their well-being (Wattoo et al., 2018). This perception boosts their motivation and productivity, ultimately enhancing their relationship with the company and their output (Nguyen et al., 2021). Supporting these findings, research by Roemer and Harris (2018) and Winarno et al. (2021) shows that employees who feel supported are more likely to perform better and care about the organization's progress.

Organizational virtue or excellence extends beyond support, embedding ethical values and personal growth within the culture of the workplace. This approach not only promotes human dignity but also fosters resilience and positive outcomes during challenging times, which are vital for maintaining a healthy work environment (Cameron et al., Asad, H., Naseem, R., & Faiz, R. 2017). Virtue within an organization manifests as improved individual performance and well-being, which are key drivers of organizational success (Ozen, 2018; Tiarany, 2022). Furthermore, as Ahmed et al. (2018) and Magnier-Watanabe (2017) suggest, organizational ethics enhance the emotional and psychological satisfaction of employees, leading to higher levels of job performance.

Based on these results, the researcher aims to improve employee performance. Given the brief description above regarding performance issues in the field, the researcher intends to enhance performance through the influence of Perceived Organizational Support and Organizational Virtuousness on performance, mediated by Employee Well-Being.

2. LITERATURE REVIEW

2.1. Perceived Organizational Support

2.1.1. Definition of Perceived Organizational Support

According to Eisenberger et al., Perceived Organizational Support (POS) refers to how much an organization or business values an individual's participation, cares about their well-being, and supports their social and emotional life, for example, by providing recognition, appreciation, and so on. Employees will be more motivated to contribute to the organization's goals if they believe that the company or organization offers moral and emotional support in return. Imran and his colleagues, Alkasim and Prahara (2019), understand that hierarchical support refers to employees' perceptions of how the organization values and helps them in carrying out their tasks. As a result, employees'

self-confidence will improve, and the relationship between the company and workers will benefit from this. Employee performance will decline if the perceived support system is lacking because they will work with less commitment to the organization's goals. Let me know if you need further adjustments or clarifications!

From another perspective, Perceived Organizational Support (POS) refers to the support that an organization provides, which shapes employee behavior, leading to a positive relationship between employees and the company. There are three positive organizational behaviors that can enhance perceptions of organizational support, namely organizational recognition, working conditions, supervisor support, and fairness (Nguyen et al., 2021). There are two components that support the organization. First, organizational support that meets employees' emotional needs and gives them a greater sense of responsibility. Second, when employees believe that the benefits they receive come directly from the organization itself and not from union negotiations or government policies, they tend to assign higher value to the organization. Third, the implementation of social exchange processes within the organizational structure. This includes social exchanges between employees and managers, and outcome variables are determined based on repetitive processes (Sun and Yoon, 2019). Based on the interpretation of the concepts above, it can be concluded that perceived organizational support is the employees' perception of how much the company cares for and values their contributions in achieving the organization's overall goals.

2.1.2. Dimensions of Perceived Organizational Support.

According to Rhoades and Eisenberger, as cited in Handayani et al. (2023), there are three dimensions of Perceived Organizational Support (POS) as follows:

a) Justice (Fairness): In this dimension, the organization or company provides something to its employees in alignment with their rights. There are three types of labor justice: Distributive justice, which refers to what employees receive from the organization. Procedural justice, which means that employees feel fairness in the decision-making processes at work. This includes maintaining fairness in reciprocity, meaning that decision-makers in the company treat employees as a whole fairly.
b) Rewards and Working Conditions: Rewards refer to what employees receive as a result of their work, such as wages, salaries, promotions, and other benefits. Working conditions refer to the environment where employees perform their duties, such as workplace safety and the overall work atmosphere.
c) Supervisor Support High: Support from supervisors means that managers or supervisors are involved in providing discipline, such as evaluations or work instructions, regarding performance. Employees may view this as a way of showing appreciation from management for what they have contributed to their work.

Table 2. Dimensions of Perceived Organizational Support

Fairness	**Rewards and Working Conditions**	**Superordinate Support**
Distributive Justice	Salary	Feedback
Procedural Justice	Wages	Work Instructions
Interactional Justice	Promotions, etc	Performance Evaluations

Source: Rhoades & Eisenberg, in Handayani et al 2023.

2.1.3. Factors Influencing Perceived Organizational Support

According to Sun (Kurniawan & Harsono, 2021), there are three factors that influence Perceived Organizational Support, which include:

a) Organizational Factors: These factors encompass activities such as politics, procedural justice, and influence.
b) Personal Traits: These factors include friendliness, openness, comfort, positive emotions, and more.
c) Employee-Organization Relationship: These factors include leader-member exchanges, leadership style, management communication, and business agreements.

Based on this definition, the factors influencing the perception of organizational support are the characteristics of the organization, the individual, and the relationship between the employee and the organization.

2.1.4. Indicators of perceived organizational support

The indicators of Perceived Organizational Support, according to Rhoades and Eisenberger in Zainal (2018), are as follows:

a) The company provides time for religious worship according to each employee's beliefs.
b) The company gives bonuses for the work performed.
c) The company considers employees' opinions.
d) The company provides career development opportunities.
e) The company provides social assistance to its employees.

2.2. Organizational Virtuousness

2.2.1. Definition of Organizational Virtuousness

Plato and Aristotle both defined virtue as a will and actions that reflect personal and social goodness, based on the Latin word virtus and the Greek term arête, meaning virtue. According to Cameron et al. (in Asad, H., Naseem, R., & Faiz, R., 2017), the concept of organizational virtuousness is rooted in personal goodness, striving to be the best human being, and representing the most effective characteristics of this type of person. It also reflects how personal and collective development within an organization can be expressed through individual behaviors or collective actions. Good behavior is essential for the development of a healthy organization because it allows individuals to better understand their surroundings and collaborate effectively (Delam et al., 2019). Furthermore, the concept of virtuousness implies that engaging in actions that support and sustain relationships—through behaviors such as compassion, sincerity, forgiveness, trust, and loyalty—at the individual and collective levels, can enhance organizational performance. These virtues can be manifested through individual actions, teamwork, cultural practices, or strategies that promote and encourage excellence within the organization.

Another perspective on organizational virtuousness is that excellence positively influences individuals. Organizational virtuousness emphasizes the role of motivation to perform moral actions for the benefit of others. A person can take a strong stance and always serve as an example to others due to the consequences of their actions (Pires & Nunes, 2018). On the other hand, organizational virtuousness helps employees improve their performance by encouraging behaviors that enhance both individual and organizational performance, while organizations that are perceived as fair tend

to have relatively better employee performance. The positivity within an organization has the potential to generate positive emotions, enhance social capital, and promote positive social behaviors. Furthermore, it has the ability to transform the relationships between employees and management, as well as improve employee behavior (Kumari & Bansal, 2020).

2.2.2. Dimensions of Organizational Virtuosness

Cameron (as cited in Abedikooshki, S., & Zeinabadi, 2016) identified five dimensions of organizational virtuousness as follows:

a) Optimism: Optimism refers to the intention to do good and the belief in achieving success despite challenges.
b) Trust: Trust emphasizes the importance of creating mutually trusting relationships among organizational members. This includes treating others with dignity, care, and respect.
c) Compassion: Compassion involves acts of kindness, attention, and concern for others.
d) Integrity: Integrity is characterized by honesty, trustworthiness, honor, and a high degree of moral uprightness.
e) Forgiveness: Forgiveness reflects the ability to show compassion and the capacity to forgive mistakes by making corrections and using those opportunities as chances to learn.

Based on the above descriptions, the five dimensions of organizational virtuousness are optimism, trust, compassion, integrity, and forgiveness.

2.2.3. Factors Affecting Organizational Virtuousness

Zamahani, et al. (as Tiarany, 2022) identified five factors that can influence organizational virtuousness, as follows:

a) Leadership: Leaders play a crucial role in building a virtuous culture and providing a moral foundation for employees. They have the ability to influence and maintain virtues or vices through their relationships with others and their actions.
b) Organizational Culture: A culture based on ethics, transparency, honesty, reciprocity, and mutual respect between managers and employees helps the organization achieve its benefits.
c) Human Resources: A good organization has a competitive edge, and a great organization has employees who maintain the quality of relationships. On the other hand, transitioning to philanthropy requires elements such as self-control, loyalty, organizational behavior, perceived virtues, motivation, and interpersonal connections characterized by compassion and affection.
d) Community Engagement: A good company must build and maintain strong relationships with the community in which it operates, including hiring local employees and conducting business with local companies.
e) Structure and Processes: Organizational virtuousness can be promoted through policies, processes, practices, and the organizational structure.

2.2.4. Indicators of Organizational Virtuousness

There are indicators organizational virtuousness according to Cameron in (Tiarany, 2022) as follows

a) Employees work because they feel connected to the organization's goals.
b) Employees trust each other.
c) The company pays attention to employees who need moral and material support.
d) Honesty and credibility are the 'hallmarks' of the organization.

e) The organization has a system of rewards and punishments

2.3. Employee Well-Being

2.3.1. Definition of Employee Well-Being

Well-Being or kesejahteraan is a subjective term that describes a person's level of happiness, fulfillment of desires, sense of satisfaction, abilities, and the realization of assigned tasks. There are many ways to approach the concept of well-being. From a macroeconomic perspective, this includes factors such as life expectancy, poverty rates, and environmental factors. From an individual's perspective, this includes measures of personal well-being that are subjective or psychological, such as evaluations of quality of life and work, which are determined by three main dimensions: physical, social, and psychological (Juchnowicz & Kinowska, 2021). There are two types of well-being, namely hedonic and eudaimonic well-being. Hedonic well-being is based on a person's cognitive (i.e., their evaluation of all aspects of their life) and affective aspects. (yaitu perasaannya yang disebabkan oleh emosi positif atau negatif tergantung pada kehidupan). Conversely, eudaimonic well-being represents an acknowledgment of a person's true nature and potential. (Kundi et al., 2020).

Employee well-being is described as a situation where each employee is aware of their expertise, has the ability to cope with the pressures of daily activities, works productively, and contributes to society. Employee well-being must encompass health status and psychological experiences related to work and leisure time. (Hati & Pradhan, 2019). "Employee well-being" is a term that describes the level of mental, physical, and emotional well-being of employees. Happiness is a positive evaluation of an employee's work experience related to happiness. Employees tend to describe their supervisors' beliefs about the importance of employee contributions and employee well-being. (Wattoo et al., 2018).

The success of an organization depends on the happiness of its employees. Research shows that organizations that prioritize employee well-being can achieve future competitive advantages. Wright (Hati & Pradhan, 2019) states that employee well-being has many benefits for individuals and organizations. This means that employees are more productive, more present at work, have less turnover, and have a more positive work ethic. The benefits result in more creativity, friendliness, and a better attitude.

2.3.2. Dimensions of Employee Well-Being

Hati dan Pradhan (2021) Hati and Pradhan (2021) state that there are 4 dimensions that constitute employee well-being, as follows:

a) Psychological Well-Being (PWB): This is an individual's perspective on what they experience and learn throughout their life. Generally, PWB encompasses self-acceptance, personal growth, life purpose, and environmental mastery.
b) Social Well-Being: Positive conditions in our relationships, social stability, and social peace are referred to as social well-being. It is generally defined as the level of belonging and interconnectedness of an individual with society. This includes social acceptance, social realization, social participation, and social integration.
c) Workplace Well-Being: Every aspect of work life is relevant to workplace well-being, including safety, support, development, work environment, and workplace facilities.
d) Subjective Well-Being (SWB): Includes subjective assessments of the individual's current

condition. The evaluation is based on positive and negative impacts, as well as the individual's overall life satisfaction.

2.3.3. Factors Affecting Employee Well-Being

Pradhan and Hati (2019) explain that there are three factors influencing employee well-being, consist of individual factor, interpersonal factor, and organizational factors. The detailed component are described in Table 3 as follow:

Table 3. Factors affecting employee wellbeing

Category	Subcategory	Description
Individual Factor	Personality	Positive and negative personality traits such as neuroticism, extraversion, and conscientiousness are important predictors of emotional well-being in the workplace.
	Age	Older employees tend to rate their happiness at work higher compared to younger employees.
	Physical Health	Skilled employees work better and more efficiently, and are more capable of adapting to challenges.
	Emotional Intelligence	High emotional intelligence contributes to well-being through better self-management, adaptation, and stress response.
	Work-related Attitudes	Includes work performance, absenteeism, turnover, burnout, and workaholism.
Interpersonal Factors	Family Support at Work	Support from friends and family provides emotional encouragement during tough times at work, enhancing home security and work productivity.
	Effect of Social Support	Positive social interactions between managers and subordinates enhance employee well-being and performance.
Organizational Factors	Work Environment	An ideal work environment greatly satisfies employees, making them happy. Too much or too little can cause discomfort.
	Welfare Program	Includes occupational safety training, stress management, and skill development programs to enhance employee welfare.
	Flexible Work	Workplace flexibility such as job sharing, flexible working hours, and working from home helps maintain work-life balance and focus on necessary tasks.
	Job Design	Encompasses all elements of work, including tasks, activities, job structure, and assignments.

Source: Pradhan and Hati, 2019

Based on that description, we can conclude that there are three factors that influence employee happiness. The personal factor consists of personality, emotional intelligence, physical health, and work attitude. The interpersonal factor includes the influence of family and social support at the workplace. It also encompasses organizational factors such as the work environment, flexible work arrangements, social programs, and job design. physical, as well as work attitude. Interpersonal factors include family influence and social support at the workplace. This also includes organizational factors such as work environment, flexible work, social programs, and job design.

2.3.4. Employee Well-Being Indicators

Employee well-being indicators according to Hati and Pradhan (2019), are as follows:

a) Being able to make good decisions for oneself.
b) Building good relationships with colleagues in a team.

c) Making each job meaningful.
d) Feeling good about oneself.

2.4. Performance

2.4.1. Definition of Performance

The performance of an organization or company is greatly influenced by performance. The performance of an individual or organization is significantly affected by employee engagement and all activities, policies, practices, and knowledge management practices. According to Tuffaha (2020), employee performance is defined as the efficiency and effectiveness of an employee's daily work in meeting stakeholder expectations. The result of someone's work or service is known as performance. Work achievements and actual performance are the origins of this term. The quality and level of work performed by an employee while carrying out their job is referred to as performance. According to Hermina & Yosepha (2019), performance in completing a task is influenced by the skills, abilities, and characteristics of each individual and is always associated with job satisfaction levels and employee imbalance. The execution of workers is very important for the organization to achieve its goals. Because the results of the work can be carried out by individuals or groups within an organization, aligned with their respective expertise and responsibilities, in order to achieve the legitimate mission without violating the law or moral standards. (Bahagia dan Putri, 2020). Based on the five main roles played by employees, employee performance is a value chain of the positive and negative contributions made by employees towards the organization's goals. They are often referred to as "jobs," "careers," "innovation," "teams," and "organizations." While "careers" pertain to the implementation of skills necessary for organizational advancement, "jobs" refer to the job descriptions of each individual. The term "innovation" refers to innovation and creativity in the workplace, and the term "team" refers to organizational progress. According to Nguyen et al. 2021, "organization" refers to how employees are motivated to achieve organizational success with their concern for the organization's goals.

2.4.2. Dimensions of Performance

According to Pradhan and Jena (2017) in their research, there are 3 dimensions that encompass employee performance, as follows:

a) Task Performance: Performing these tasks requires more cognitive engagement, facilitated by knowledge of the tasks, skills, and habits necessary to complete them.
b) Adaptive Performance: The ability to adapt to job profiles also provides the necessary impetus for a dynamic work environment, which is very important. The prerequisite for good adaptive performance is that employees are able to adapt to changes in work conditions, such as changes in technology, organizational regulations, and core operations.
c) Contextual Performance: Situational performance is a type of prosocial attitude exhibited by an individual in the workplace. This behavior is expected from each employee, but it is not explicitly stated in their job descriptions.

According to that description, it can be concluded that there are 3 dimensions of performance according to Pradhan and Jena, namely task performance, adaptive performance, and contextual performance.

2.4.3. Factors Affecting Employee Performance

According to Dien and Duyen (2021). There are 4 factors that influence performance, as follows:

a) Welfare: The higher the social welfare of the employees, the more effective their performance in the company. Employee performance is determined by changes in salary, bonuses, and company benefits.
b) Work Environment: The work environment includes both social and physical conditions surrounding the workers. Labor relations, collaboration, employee health, and other activities.
c) Cooperation: An organization can succeed when its employees cooperate well. In organizations with a high level of collaboration, employees are more likely to participate in various organizational activities.
d) Training and Education: In companies, training and education strengthen employees' character. This has brought significant progress to human activities and social development.

2.4.4. Performance Indicators

According Na-Nan and Chaiprasit (2017), the following are employee performance indicators:

a) Completing work on time.
b) Tasks are carried out according to specified specifications and standards.
c) Paying attention to completed tasks and performing them correctly.
d) A number of tasks are always completed.
e) Attendance exceeds absenteeism.

2.5. RESEARCH HYPOTHESIS

Bentley et al. (2015) conducted a study on perceived organizational support and employee well-being. The results show a significant relationship between employees' perception of organizational support and their well-being as remote workers. Celik and Esen (2017) investigated positive behavior in organizations. The purpose of this research is to uncover how organizational virtues, well-being, and work engagement are related. The results of this study show that organizational virtue has a significant relationship with employees' psychological well-being.

Pires (2018) conducted research on perceived organizational support, working conditions, and employee performance. This research was conducted to investigate how organizational support and working conditions, such as salary, training, and work-life balance, affect employee performance. Research shows that organizational support improves employee performance. Uyzal (2021) examined how organizational virtues influence performance, such as work productivity, mediated by organizational justice (OJ). The research shows that organizational virtues are an important predictor of performance outcomes, such as work productivity, and it is crucial for organizations to have virtuous employees. Krekel et al. (2019) investigated employee well-being, productivity, and performance, and their benefits in the business world. The research found that employee satisfaction with the company has a significantly strong positive correlation with employee productivity and customer loyalty.

Based on previous research, the theoretical foundation and conceptual framework, the hypotheses in this study are as follows:

H1: Perceived organizational support significantly affects employee well-being
H2: Organizational Virtuousness significantly affects employee well-being
H3: Perceived organizational support significantly affects employee performance

H4: Organizational virtuousness significantly affects employee performance
H5: Employee well-being significantly affects employee performance
H6: Employee well-being significantly mediates perceived organizational support on employee performance
H7: Employee well-being significantly mediates organizational virtuousness on employee performance.

3. RESEARCH METHOD

3.1. Data Collection Techniques

The data collection techniques in this research is using the questionnaire or survey method. Sugiyono (2019) describes the questionnaire as a data collection technique that involves providing a series of written questions and answers to respondents. Questions are accompanied by alternative answers that can be written and measured by respondents and use a Likert scale. The Likert scale is used to measure the attitudes, opinions, and perceptions of individuals or groups in society towards new social phenomena. This Likert scale has 5 answer options: "Strongly agree (SA), Agree (A), Neutral (N), Disagree (D)," and "Strongly disagree (SD)."

Table 4. Research Questionnaire Scale

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Scale	5	4	3	2	1

Data collection was carried out by distributing questionnaires to employees and asking close acquaintances to fill out the questionnaires. The questionnaires created consist of one question for each variable indicator.

The second method, also known as observation, is the activity of paying attention to an object using all the senses. Therefore, observation is a data collection technique that uses the five senses and involves detailed recording of the research object.

Third, according to Sugiyono (2017), an interview is a meeting between two people to exchange data and ideas through questions and answers so that meaning can be constructed regarding a specific topic. Interviews are used as a data collection technique not only during the preliminary research to identify the problems to be studied but also when wanting to obtain more detailed data about the respondents. Therefore, the observation and interviews in this research were conducted directly by the researcher with several employees to clarify the issues present in the workplace and the organization. The data obtained from observations and interviews will only be used as supplementary data for the researcher and will be utilized as necessary.

3.2. Instrument Development

This study examines four key variables affecting workplace dynamics: Perceived Organizational Support, Organizational Virtuousness, Employee Well-Being, and Employee Performance. Each variable is assessed using specific indicators. Perceived Organizational Support looks at factors like worship time availability, bonus provisions, speech freedom, career development, and social assistance, based on Rhoades and Eisenberger's framework as cited in Zainal (2018). Organizational Virtuousness, defined by Cameron and cited in Tiarany (2022), includes attachment to goals, mutual trust, worker care, honesty, and reward systems. Employee Well-Being, explored by Pradhan and

Hati (2019), covers decision-making, coworker relationships, work meaning, and self-confidence. Finally, Employee Performance is measured through punctuality, SOP compliance, discipline, target completion, and attendance, as outlined by Na-Nan et al. (2018). The study aims to understand how these factors contribute to employee satisfaction and organizational effectiveness.

Table 5. Definition and Operationalization of Variable's

Variable	Indicator	Question
Perceived Organizational Support. Rhoades and Eisenberger in Zainal (2018)	Availability of Worship Time	The company provides time for worship in accordance with the religion practiced by each individual.
	Bonus Provision	The company provides bonuses for the work done.
	Freedom of Speech	The company provides opportunities for employees to express their opinions.
	Career Development	The company provides opportunities for promotions to employees.
	Provision of social assistance.	The company provides social assistance to employees.
Organizational Virtuousness Cameron in (Tiarany, 2022).	Attachment to the organization's goals.	The work is carried out because I feel bound by the goals of the Company.
	Mutual trust.	Fellow employees trust each other.
	Concern for workers.	The company cares for employees who need moral or material assistance.
	Honesty.	Honesty can also be needed to become a 'distinctive feature' of the Company.
	Reward dan punishment.	There is a system of 'rewards' and 'punishments' in the Company.
Employee Well- Being Pradhan and Hati (2019).	Decision-making ability.	I am capable of making decisions for myself.
	Harmonious relationships with coworkers.	I have good connections with other employees.
	The meaning of work.	I interpret every job that I carry out.
	Confidence.	I feel good about myself.
Kinerja Na-Nan, et al (2018)	Punctuality.	I complete my tasks as an employee on schedule.
	Compliance with SOP	I carry out my duties in accordance with the regulations and standards set by the Company.
	Work discipline.	I pay attention to the tasks being carried out and ensure they are done correctly.
	Completion of work targets..	I always meet the number of tasks required as an employee.
	Attendance intensity	My attendance aligns with the number of working days determined by the Company.

Source: Authros, 2024

3.3. Data Analysis Techniques

In this study, data analysis was conducted using the PLS-SEM method. PLS-SEM (Partial Least Squares Structural Equation Modeling) is a type of SEM based on variance. To facilitate the processing of research data, the analysis was supported by SmartPLS software version 4.1.0.3. SmartPLS is an alternative to dispersion-based SEM such as LISREL and AMOS. (Faizani & Indriyanti, 2021). PLS-SEM analysis is used to predict the relationships that will arise between the latent variables involved in the research. In PLS-SEM analysis, there are 2 analyses that will be conducted, namely the outer model and the inner model.

3.3.1. Outer Model

Outer type analysis is used to illustrate the relationship between latent variables (constructs) and their constituent indicators. The outer model test has 4 requirements, namely:

a) Convergent Validity: Used in the validity test to examine the relationship between an indicator and its constituent variables. The condition for an indicator to be considered valid is if its loading factor value is greater than 0.7 and the AVE is greater than 0.5.
b) Discriminant Validity: The criteria for establishing good discriminant validity can be obtained through the cross-loading value. Sideloading means that the indicator value of the variable itself must be greater than the values of other variables outside of that variable.
c) Composite Reliability: This test is used to determine the reliability of a variable, and the criterion value must be > 0.7.
d) Cronbach Alpha: the minimum value of cronbach alpha mush be >0,7.: Fourth, the internal model analysis is conducted using the bootstrapping technique to describe the relationship between latent variables. In this analysis, hypothesis testing is conducted to observe the pattern of exogenous variables compared to endogenous variables. (Faizani & Indriyanti, 2021).

3.3.2. Inner Model

The inner model analysis consists of variance analysis (R2) and hypothesis testing. Variance analysis is conducted and the R-squared value is observed, while hypothesis testing is carried out by examining the T-statistic and P-value of the path coefficient test. The P-value required for a significance level of 5% is <0.05. Meanwhile, the T-table value at alpha 5% is 1.96. Therefore, the hypothesis condition that can be obtained is T-statistic > T-table. and relevant prediction (Q2) where the relevant predictive power is high if Q2 > zero and the relevant predictive power is low if Q2 < zero (Duryadi, 2021).

4. RESULTS AND DISCUSSION

4.1. Respondent Characteristics

There were 87 employees who participated in this study. The respondent characteristics data included age, gender, length of service, and marital status.

Out of 87 employees, men (90%) and women (10%) are depicted as participating in this study. The reason why there are more men than women is because the factory operates 24 hours a day. Therefore, men are prioritized in terms of operations, while women relatively focus more on management. The classification of the participants' ages in the study uses age groups according to the Indonesian Ministry of Health. (Al Amin & Juniati, 2017). This study shows that the employees participating in the research (57%) are in early adulthood and late adulthood (38%), and only other employees (4%). This means that (96%) of the workforce is of working age.

Based on the employment status of 87 employees, we found that the majority (67%) of respondents in this study are operators. The seniority of the 87 employees means that the majority (79%) of respondents in this study have worked at the company for 11 to 15 years. The marital status of the 87 employees means that the majority (84%) of respondents in this study are married.

4.2. Outer Model (Measurement Model Evaluation)

This research uses the partial least squares method for its data analysis. PLS is a component-based or variance-based SEM model. The analytical tool used by the researcher is the SmartPLS 4.1.0.3 software, designed for PLS-SEM estimation. The structural model developed by the researcher is shown in Figure 1. The developed model is based on higher-order constructs (HOC). HOC is an explicit representation of multidimensional structures at a higher level of abstraction, related to other

structures at the same level of abstraction, and fully mediates the influence of subsequent structures or is based on their underlying dimensions. The proposed PLS model in the study on the influence of Perceived Organizational Support and Organizational Virtuousness on Performance is mediated by Employee Well-Being.

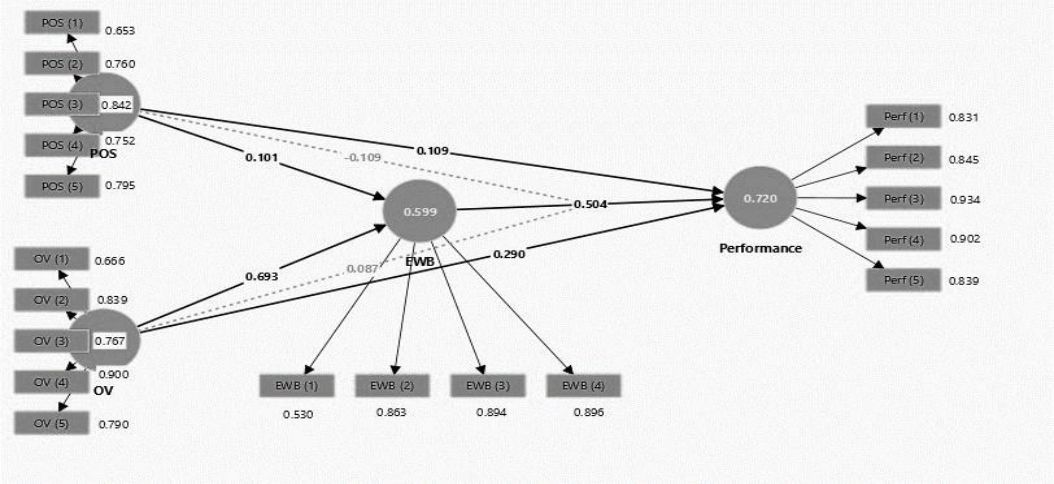


Figure 1. ***Partial Least Square (PLS)*** **Model Scheme**

4.2.1. Validity Measures

Based on the results of the PLS algorithm in Table 6, almost all indicators in each variable have loading factor values greater than 0.7. However, there are three indicators from the EWB (1), OV (1), and POS (1) variables that are less than 0.7, therefore, they must be removed and the PLS algorithm calculation process must be repeated with the following results.

Table 6. *Loading Factor (calculate a)*

	EWB	**OV**	**POS**	***PERF***	**POS x EWB**	**OV x EWB**
EWB (1)	*0.530*					
EWB (2)	*0.863*					
EWB (3)	*0.894*					
EWB (4)	*0.896*					
OV (1)		*0.666*				
OV (2)		*0.839*				
OV (3)		*0.767*				
OV (4)		*0.900*				
OV (5)		*0.790*				
OV x EWB						*1.000*
POS (1)			*0.653*			
POS (2)			*0.760*			
POS (3)			*0.842*			
POS (4)			*0.752*			
POS (5)			*0.795*			
POS x EWB					*1.000*	
PERF (1)				*0.831*		
PERF (2)				*0.845*		
PERF(3)				*0.934*		
PERF (4)				*0.902*		
PERF (5)				*0.839*		

Source: Author, 2024

Table 7. Loading Factor (calculate b)

	EWB	*OV*	*POS*	*PERF*	*POS x EWB*	*OV x EWB*
EWB (2)	*0.880*					
EWB (3)	*0.900*					
EWB (4)	*0.912*					
OV (2)		*0.843*				
OV (3)		*0.770*				
OV (4)		*0.912*				
OV (5)		*0.819*				
POS (2)			*0.766*			
POS (3)			*0.870*			
POS (4)			*0.783*			
POS (5)			*0.795*			
PERF (1)				*0.831*		
PERF (2)				*0.846*		
PERF(3)				*0.934*		
PERF (4)				*0.901*		
PERF (5)				*0.840*		
POS x EWB					*1.000*	
OV x EWB						*1.000*

Source: Author, 2024

Table 8. Table *Average Variance Extracted (AVE)*

	Average variance extracted (AVE)
EWB	0.805
OV	0.701
POS	0.647
PERF	0.759

Source: Author, 2024

Based on the table 7, it can be seen that there are no indicators with a loading factor value below 0.7, so these indicators can be considered valid and ideal. Additionally, the AVE value in Table 8 obtained is greater than 0.5, indicating that the convergent validity measurement is good and the indicators are able to explain the variance.

Table 9. Table *Fornell-Larcker Criterion*

	EWB	***OV***	***POS***	***PERF***
EWB	0.897			
OV	0.778	0.837		
POS	0.611	0.772	0.805	
PERF	0.795	0.776	0.667	0.871

Source: Author, 2024

Based on the discriminant validity test using the Fornell-Larcker Criterion in the table 9, all indicators with their respective components have correlation coefficients that are greater than the correlation coefficients of the indicators in the construct block in the other columns.

4.2.2. Reliability Measures

Based on the composite reliability value test in the table 10, it can be determined that all composite

reliability values are greater than 0.7, thus meeting the reliability requirement or the questionnaire or instrument used can be interpreted as trustworthy. Furthermore, Based on the Cronbach's alpha value test in the table above, it can be concluded that the indicators are consistent in measuring the construct because the Cronbach's alpha results show a value greater than 0.7.

Table 10. ***Cronbach's Alpha*** **dan** ***Composite Reliability***

	Cronbach's alpha	Composite reliability (a)	Composite reliability(c)
EWB	0.879	0.879	0.925
OV	0.859	0.882	0.903
POS	0.821	0.855	0.880
PERF	0.920	0.925	0.940

Source: Author, 2024

4.3. Inner Model (Structural Model Evaluation)

After evaluating the outer model, the next step is to evaluate the inner model or structural model. The R-Square value for the research construct is presented in table 12.

Table 11.R-Square

	R-square	R-square adjusted
EWB	0.606	0.597
PERF	0.714	0.696

Source: Author, 2024

Based on the composite reliability value test in the table above, it can be determined that all composite reliability values are greater than 0.7, thus meeting the reliability requirement or the questionnaire or instrument used can be interpreted as trustworthy. Based on the Cronbach's alpha value test in the table above, it can be concluded that the indicators are consistent in measuring the construct because the Cronbach's alpha results show a value greater than 0.7. After evaluating the outer model, the next step is to evaluate the inner model or structural model.

From the R-Square results, the R-Square value for employee well-being is 0.606, indicating that the endogenous variable employee well-being contributes 60.6% from the variables perceived organizational support and organizational virtuousness. Meanwhile, 39.4% is influenced by other factors outside the variables studied. The R-Square value for performance is 0.714, indicating that the endogenous variable performance is influenced by 70.14% from the variables perceived organizational support and organizational virtuousness. Meanwhile, 29.86% is influenced by other factors outside the variables studied.

Table 12.Path Coefficients

	Original sampel	*Sample mean*	*Standard deviation*	*T statistics*	*P Values*
EWB → PERF	0.483	0.475	0.087	5.530	0.000
OV → EWB	0.759	0.763	0.135	5.623	0.000
OV → PERF	0.279	0.288	0.121	2.302	0.021
POS → EWB	0.025	0.025	0.146	0.170	0.865
POS → PERF	0.132	0.132	0.109	1.218	0.223
POS x EWB → PERF	-0.140	-0.131	0.100	1.398	0.162
OV x EWB → PERF	0.108	0.109	0.092	1.170	0.242

Source: Author, 2024

4.3.1. Hypotheses testing results

Smart PLS is believed to be statistically feasible through simulation methods, specifically by using the bootstrapping method on the sample. Table 13 represents the results of the PLS analysis using the bootstrapping method.

4.4. Discusssion

Based on the research results, perceived organizational support towards employee well-being shows a t-statistic value of 0.170 with an influence of 0.025 and a p-value of 0.865, which is greater than 0.05. This indicates that perceived organizational support (X1) does not significantly affect employee well-being (Y1), thus the proposed hypothesis H1 in this study is not proven. This means that perceived organizational support does not correlate with employee well-being. The first suggestion for the company is that although perceived organizational support does not significantly impact employee well-being, efforts such as providing worship time, religious activities like group prayers, adding the call to prayer as a reminder for prayers, and optimizing worship facilities need to be continuously improved. Additionally, the provision of bonuses/incentives for the work performed needs to be done transparently so that the results obtained by each individual can be evaluated for future improvement. Considering opinions related to work, providing opportunities for promotion, and offering social assistance also need to be maintained well. The second suggestion for researchers is that the results of this study can serve as an additional reference or guideline for developing knowledge in the field of human resource management. Similar research can be conducted with different samples and can be continued by adding other variables. Specifically, factors that influence employee well-being from an organizational perspective such as the work environment, welfare programs, flexible work, and job design as expressed by Pradhan and Hati (2019). The third suggestion for future researchers is to try other indicators from the theory besides those used in this study to determine whether the indicators used are appropriate or not. In addition, researchers are also advised to explore other factors that influence employee well-being, such as individual factors and interpersonal factors, considering that perceived organizational support is just one of many organizational factors that have an impact.

Organizational virtuousness or organizational virtue towards employee well-being shows a t-statistic value of 5.623 with an influence of 0.759 and a p-value of 0.000, which is less than 0.05. This indicates that organizational virtuousness (X2) has a significant impact on employee well-being (Y1), thus proving the hypothesis H2 proposed in this study. This means that the organizational virtues implemented by the company are significantly related to employee well-being. The suggestion for the company is to continue striving to enhance the level of organizational virtuousness so that the values of virtue that have already been implemented are maintained. This includes making employees feel connected to the organization's goals, fostering trust and care for one another, valuing honesty, and effectively implementing a reward and punishment system. The second suggestion for researchers is that the results of this study can serve as a reference or additional guideline for developing knowledge in the field of human resource management. Similar research can be conducted with different samples and can be continued by adding other variables. Include additional study participants, and build a better research model, particularly in exploring the influence of organizational virtuousness on employee well-being.

Perceived organizational support on performance shows a t-statistic value of 1.218 with an influence of 0.132 and a p-value of 0.223, which is greater than 0.05. This indicates that perceived

organizational support (X1) does not have a significant effect on performance (Y2), thus the proposed hypothesis H3 in this study is not proven. This means that perceived organizational support does not correlate with employee performance. The first suggestion for the company is that, although perceived organizational support does not significantly impact employee performance, efforts such as providing worship time, offering bonuses/incentives for work done, considering work-related opinions, providing promotion opportunities, and offering social assistance should be well-maintained. The second suggestion for researchers is that the results of this study can serve as an additional reference or guideline to develop knowledge in the field of human resource management. Similar research can be conducted with different samples and can be continued by adding other variables. Specifically, factors that influence performance such as welfare programs, the work environment which includes the social and physical conditions around employees, work relationships, cooperation, employee health, as well as training and education activities. The third suggestion for future researchers is to try other indicators from the theory besides those used in this study to determine whether the indicators used are appropriate or not. In addition, researchers are also advised to explore factors that can support employee performance, such as enhancing employee training and education as well as creating employee wellness programs, considering that 9% of employees are still in less fit condition.

Organizational virtuousness on performance shows a t-statistic value of 2.302 with an influence of 0.279 and a p-value of 0.021 < 0.05, so it can be concluded that organizational virtuousness (X2) significantly affects performance (Y2) or H4 proposed in this study is proven. This means that the organizational virtuousness provided by the company is related to employee performance. Therefore, it is recommended for the company to continuously enhance organizational virtues so that the existing positive values are maintained. This includes efforts to make employees feel connected to the organization's goals, build trust and care for one another, value honesty, and implement a reward and punishment system effectively. Thus, employee performance can continue to improve. For researchers, the results of this study can serve as an additional reference for developing the field of human resource management. Further research can be conducted with different samples and additional variables. Additionally, expanding the number of study participants and developing a better research model can help further explore the impact of organizational virtues on employee performance.

Employee well-being on performance shows a t-statistic value of 5.530 with an influence of 0.483 and a p-value of 0.000, which is less than 0.05. This indicates that employee well-being (Y1) significantly affects performance (Y2), thus proving the hypothesis H5 proposed in this study. This means that the well-being of the company's employees is significantly related to the performance of the employees themselves. The recommendation given to the company is to continue striving to improve the variables that impact employee welfare. According to Malinen et al. (2018), there are several efforts that organizations or companies can undertake to improve their employees' well-being. First, maintaining connections (connect) by fostering communication and socializing with coworkers. Second, giving (give) by providing support or taking time for coworkers. Third, being active (be active) by encouraging employees to show initiative in work-related activities. Fourth, taking notice (take notice) by helping employees be more aware of their surroundings and conditions. Fifth, create learning programs, because learning is one of the important efforts to improve well-being. The second suggestion is given to academics and researchers, hoping that the results of this study can serve as an additional reference for the development of knowledge in the field of human

resource management. Further research is expected to be conducted with various samples, adding other relevant variables, increasing the number of respondents, and building better research models. Specifically, research on the influence of organizational virtues and employee performance is expected to continue to be developed.

Perceived organizational support (X1) on performance (Y2) mediated by employee well-being (Y1) shows a t-statistic value of 1.398 with an influence of -0.140 and a p-value of 0.162, which is greater than 0.05. This indicates that employee well-being (Y1) does not significantly mediate the relationship between perceived organizational support (X1) and performance (Y2), thus the proposed hypothesis H6 in this study is not supported. This means that employee well-being is unable to mediate the relationship between perceived organizational support and employee performance. Therefore, the recommendation given to the company is to continue striving to enhance the values of perceived organizational support as well as the variables that impact the improvement of employee welfare and performance. The second suggestion for researchers is that the results of this study can serve as a reference or additional guideline to develop knowledge in the field of human resource management. Similar research can be conducted with different samples and can be continued by adding other variables. Add additional study participants and build a better research model.

Organizational virtuousness (X2) on performance (Y2) mediated by employee well-being (Y1) shows a t-statistic value of 1.170 with an influence of 0.108 and a p-value of 0.242, which is greater than 0.05. This indicates that employee well-being (Y1) does not significantly mediate the relationship between organizational virtuousness (X2) and performance (Y2), thus hypothesis H7 in this study is not supported. This means that employee well-being is not able to mediate the relationship between organizational virtuousness and employee performance. The recommendation for the company is to continue enhancing the values of organizational virtuousness as well as other variables that impact the improvement of employee welfare and performance. The second suggestion for researchers is that the results of this study can be used as a reference or additional reference to develop knowledge in the field of human resource management. Further research should be conducted with a different sample and by adding other variables. It is also recommended to increase the number of study participants and to develop a better research model.

5. CONCLUSION AND SUGGESTIONS

The research findings highlight several significant relationships between organizational characteristics, employee well-being, and performance. Firstly, perceived organizational support was found to have no significant impact on employee well-being, as demonstrated by a t-statistic of 0.170 and a p-value of 0.865, indicating a lack of statistical significance. Similarly, there was no significant effect of perceived organizational support on employee performance, with a t-statistic of 1.218 and a p-value of 0.223.

In contrast, organizational virtuousness showed a positive and significant impact on both employee well-being and performance. The relationship with well-being was particularly strong, evidenced by a t-statistic of 5.623 and a p-value effectively at zero. Similarly, its impact on performance was also significant, with a t-statistic of 2.302 and a p-value of 0.021. This suggests that the virtues upheld within an organization play a crucial role in enhancing employee outcomes.

Furthermore, employee well-being itself was shown to significantly boost performance, with a robust t-statistic of 5.530 and a p-value at zero, confirming the critical role of well-being in operational success. However, the study also explored whether employee well-being could mediate

the relationship between perceived organizational support and performance, and between organizational virtuousness and performance. In both cases, well-being did not significantly mediate these relationships, as indicated by t-statistics of 1.398 and 1.170 and p-values of 0.162 and 0.242, respectively.

5.1. RESEARCH LIMITATION

This study, while offering valuable insights, faces limitations that could affect the interpretation and applicability of the results. Firstly, the research was conducted with a specific sample group, limiting the generalizability of the findings across different organizations or industries; a broader, more diverse sample would provide more representative insights. Secondly, it relied on self-reported data, which is susceptible to biases such as social desirability or recall bias, potentially skewing the accuracy of responses. Furthermore, the study focused on a narrow set of variables—perceived organizational support and organizational virtuousness—excluding other potential influences like individual differences or external environmental factors. Lastly, the study's geographic and cultural context might not reflect broader, global conditions, suggesting a need for cross-cultural studies to validate the findings in different regions.

5.2. FUTURE RECOMMENDATION

Considering the limitations of this study, future research should adopt a longitudinal approach to better understand the evolving causal relationships between organizational factors and employee outcomes over time. Expanding the diversity of the sample to include various industries, organizational sizes, and geographic locations could enhance the generalizability of the findings. Additionally, incorporating more variables such as individual personality traits, work-life balance, and leadership styles could offer a more comprehensive view of what influences employee well-being and performance. To overcome the limitations associated with self-reported data, future studies should use objective performance measures, such as supervisor ratings or productivity metrics. Conducting cross-cultural comparisons would also verify if the study's findings are consistent across different cultural contexts. Exploring employee engagement as a mediating factor between organizational support and performance could provide deeper insights into improving employee outcomes. Future research could also focus on developing and testing interventions aimed at enhancing organizational virtuousness and support, potentially through training programs and wellness initiatives. Lastly, a mixed-methods approach, incorporating both qualitative and quantitative data, could yield richer insights into how organizational support and virtuousness are perceived and their impact on employee well-being and performance.

REFERENCES

A.Roemer & C.Harris (2018). Peran modal psikologis sebagai mediator antara persepsi dukungan organisasi dan kesejahteraan. 44.1-11. https://doi.org/10.4102/sajip.v44i0.1539

Ahmed, dkk. (2018) Kebajikan organisasi sebagai prediktor kinerja karyawan: Kesejahteraan afektif dan keterlibatan kerja sebagai mediator. Jurnal Manajemen. 37(6). 493-502 doi.org/10.1108/JMD-04-2017-0115

Al Amin, M. & Juniati, D (2017). Klasifikasi kelompok umur manusia berdasarkan analisis dimensifraktal box counting dari citra wajah dengan deteksi tepi canny. MATHunesa: Jurnal Ilmiah Matematika, 5(2).

Alkasim, MA & S. Prahara A. (2019). Persepsi karyawan terhadap dukungan dan keterlibatan organisasi.

Jurnal Psikologi adalah Psikoislamedia. 4(2). 185-194.

Aryanti D., dkk (2020). Survei Penulisan Kesejahteraan Lingkungan Kerja. Prosiding Konferensi Internasional tentang Pembangunan Masyarakat. 477.605-609.

Asad, R. Naseem, dan R. Faiz (2017). Pengaruh iklim etika sebagai mediator antara kepuasan kerja dan keutamaan suatu organisasi. 11(1), 35–48, Jurnal Perdagangan dan Ilmu Sosial Pakistan (PJCSS).

Bahagia & Putri, LP (2020). Faktor-Faktor yang Mempengaruhi Eksekusi Perwakilan Selama Pandemi Virus Corona 19. Prosiding Konferensi Internasional: Jurnal 3 (4). https://doi.org/10.32535/jicp.v3i4.1007

Bentley, TA, dkk. (2015). Pendekatan Sistem Sosial-Teknis untuk Kesejahteraan Teleworker dan Dukungan Organisasi. Ergonomi Terapan. 52.207-2015. Celik, A.http://dx.doi.org/10.1016/j.apergo.2015.07.019

Delam, H., dan lain-lain Hubungan antara Kemakmuran Dunia Lain dan Kebaikan Hierarki dengan Eksekusi Guru Pembantu di Kota Bandar Lengeh, 2017. Health International Journal Scholl. 6(4). 34-40.

Dien, NX & Duyen, DTT (2021). Investigasi empiris terhadap faktor-faktor yang mempengaruhi kinerja karyawan di Vietnam. Jurnal Keuangan, Ekonomi, dan Bisnis Asia. 8(7). 295-302. DOI : 10.13106/jafeb.2021.vol8.no7.0295

Duryadi. 2021. Metode Penelitian Empiris pada Buku Ajar Model Scientific Research Path Analysis dan Analisis Menggunakan SmartPLS Yayasan Prima Agus Teknik dan Universitas Ilmu Komputer & Teknologi (Universitas STEKOM) melakukan kerjasama dalam proyek ini di Semarang.

Eisenberger, dan lain-lain Pentingnya Kepedulian Terhadap Karyawan dalam Persepsi Dukungan Organisasi Perilaku Organisasi dan Psikologi: Tinjauan Tahunan. 14 (30). 1-24. Faizani, S. https://doi.org/10.1146/annurev-orgpsych-012119

Esen, E. (2017). Kebajikan organisasi dan keterlibatan karyawan sebagai moderator kesejahteraan psikologis. Jurnal Penelitian Internasional. 10 (50). 668-674.

G.Bansal (2020). Studi Perbandingan Pegawai Pemerintah Tunanetra dan Tunanetra di Haryana Menentukan Pengaruh Kebajikan Dukungan Organisasi yang Dirasakan terhadap Kebahagiaan di Tempat Kerja. Sekilas tentang Manajemen dan Bisnis Modern.

Handayani, S. Pratolo, dan T. Pandansari P. (2023). Terlihat dari Bantuan Resmi Pelaksanaan Rencana Pengeluaran Dalam Rangka Penyelenggaraan Perguruan Tinggi Rahasia Indonesia. 94-102 dalam Kalibata, 24(192).

Hati dan R. Pradhan K. (2021). Kerangka teoritis untuk anteseden dan konsekuensi kesejahteraan karyawan. Dalam Perasaan, Kemakmuran, dan Keserbagunaan. 379-394. Pers Gramedia Apple.

Hermina N. & Yosepha, SY (2019). Model Kinerja Karyawan. Survei Para Eksekutif dan Promosi Seluruh Dunia. 9(3). 69-73. https://doi.org/10.32479/irmm.8025

Imran, M.Y., dkk (2020). Mekanisme Mediasi Thriving and Flourishing: Pengaruh Perceived Organizational Support terhadap Work Engagement Open Innovation Journal 6 (82). 2-18. doi:10.3390/joitmc6030082

Indonesia (Persero) Daop IV Semarang 9(4), 1-12, Jurnal Manajemen Diponegoro.

Indriyanti D. 2021. Analisis Quick Response Indonesian Standard (QRIS) Pembayaran Digital Pengaruh Kesiapan Teknologi terhadap Perceived Kegunaan dan Persepsi Kemudahan Penggunaan terhadap Behavioral Intention (Studi Kasus: Aplikasi e-Wallet Go-Pay, DANA, OVO, dan LinkAja di Surabaya) Diary of Arising Data Frameworks and Business Insight (JEISBI). Jil. 2,

Juchnowicz, M. Kinowska, H., dan Pekerjaan Digital dan Kesejahteraan Karyawan Selama Pandemi

COVID-19. Informasi. 12(8). 293.

Jurnal Ilmu Manajemen.

Krekel, Christian, George Ward, dan Jan-Emmanuel De Neve, Kesejahteraan Karyawan, Produktivitas, dan Kinerja Perusahaan (3 Maret 2019). https://doi.org/10.3390/info12080293

Kumari, B., dan Saeed Business School WP 2019-04 keduanya tersedia di SSRN di http://dx.doi.org/10.2139/ssrn.3356581.

Kundi, M. ISBN 978-93-87034-87-7 Y., dkk (2020). Menyelidiki Mekanisme Mediasi dan Moderasi Antara Prestasi Kerja dan Kesejahteraan Psikologis Karyawan Analisis Organisasi: Jurnal Internasional 29(3). 736-754;

Kurniawan, I.; https://doi.org/10.1108/IJOA-05-2020-2204. S.&M.Harsono (2021). Proses, Hasil, dan Anteseden dari Jurnal Organisasi dan Manajemen Dukungan Organisasi yang Dirasakan. 12(1). 67-80.

Magnier-Watanabe dan rekan (2017) Di Jepang, apakah kebahagiaan berhubungan dengan prestasi kerja dan kebajikan organisasi? Analisis Organisasi: Jurnal Internasional 25(4). 628-646,

Magnier-Watanabe, R., dkk., https://doi.org/10.1108/IJOA-10-2016-1074(2020). Membandingkan kesejahteraan subjektif, kebajikan organisasi, dan kinerja kerja karyawan Jepang dan Perancis. Jurnal Administrasi Bisnis Asia-Pasifik. 12(2). 115-138,

Malinen, S., dkk., https://doi.org/10.1108/APJBA-10-2019-0210 Studi Kasus Strategi Peningkatan Kesejahteraan Karyawan dan Kinerja Organisasi Setelah Krisis The Journal of Manajemen Krisis dan Keadaan Darurat. 27(1). 1-8. DOI: 10.1111/1468-5973.12227

Na-Nan & K.Chaiprasit (2017). Skala Kinerja Karyawan Komprehensif yang Divalidasi Berdasarkan Analisis Faktor Manajemen Kualitas dan Keandalan: Jurnal Internasional 35 (10). 2436-2449.

Na-Nan, K., dkk., https://doi.org/10.1108/IJQRM-06-2017-0117 Pengaruh Persepsi Dukungan Organisasi dan Penyesuaian Kerja Guru Asing terhadap Kinerja Karyawan di Thailand. Ilmu terapan saat ini. 12(3). 105-116.

Nabila A., dan I. Ratnawati (2020). Pengaruh Employee Engagement dan Perilaku Kerja Proaktif Sebagai Variabel Intervening Terhadap Kinerja Karyawan: Studi Pada PT Kereta Api

Nguyen, M. https://doi.org/10.5539/mas.v12n3p105 H., dkk (2021). Banding Manajer dan Eksekusi Perwakilan: Tinjauan Eksplorasi. Ilmu manajemen dan sistem 11(1). 97-123.

Olaiya, T.doi:10.33168/JSMS.2021.0107 O. & Falebita, O. (2019). Dinamika atau interaksi antara kebahagiaan karyawan dan keberhasilan organisasi. Jurnal Internasional Penelitian Sains dan Teknik. 10 (12). 1720-1732.

Ozen, F. (2018). Hubungan Antara Kebahagiaan Organisasi dan Kebajikan Organisasi dalam Organisasi Pendidikan Penelitian strategis dan analisis kebijakan di bidang pendidikan. 13(4). 124-140.

Parmenas, N. https://doi.org/10.29329/epasr.2018.178.7 H. (2021). Teknik Menjaga Kesejahteraan Pekerja di Masa Pandemi Virus Corona. Jurnal Manajemen, Bisnis, Kewirausahaan, dan Ekonomi. 1(1). 22-34. https://abnusjournal.com/jemeb

Pires, M.L. (2018). Keadaan Kerja dan Dampak Bantuan Resmi terhadap Pemenuhan dan Eksekusi. Buku Harian Bisnis Terapan Eropa Dewan. 126-186.

Pires. L. & F. Nunes (2018). Pekerjaan Intervensi Temperance dalam Aset Manusia Para Eksekutif dan Hasil Pekerjaan. Buku Harian Bisnis Dewan. 58(4). 380-392. Pradhan, K. http://dx.doi.org/10.1590/S0034-759020180404

R. & Hati, L. (2019). Pengembangan dan validasi skala untuk tujuan mengukur kesejahteraan karyawan. Tinjauan Bisnis Global. 23(2). 1-23. Pradhan, R. https://doi.org/10.1177/0972150919859101 K.,

dan Jena, LK, (2017). Kinerja Karyawan di Tempat Kerja: Model Empiris dan Konseptual Sudut Pandang dan Eksplorasi Bisnis. 5(1) 1–17. DOI: 10.1177/2278533716671630

Rosdiana, A., Zamrudi, Z., Zainul, M., & Zuana, M. M. M. (2024). The Role of Human Resources Management in Improving Teacher Innovation and Creativity in Madrasahs. Munaddhomah: Jurnal Manajemen Pendidikan Islam, 5(4), 409-420.

S. Abedikooshki dan H. Zeinabadi (2016). Melihat struktur faktor alat yang digunakan di sekolah menengah untuk menguji keahlian organisasi di sekolah. 12(2), 60-69, Jurnal Manajemen Administrasi, Pendidikan, dan Pelatihan.

Sentanu, I. G. E. P. S., Zamrudi, Z., Praharjo, A., Haryono, B. S., & Badjie, G. (2024). Examining the Crisis Leadership of Public-Private Partnership in Ecological Based Tourism of Bromo Tengger Semeru. Journal of Local Government Issues, 7(2), 210-223.

Sugiyono. (2017). Metode penelitian R&D, kualitatif, dan kuantitatif. Bandung: CV, Alfabeta. (2019) Statistik Penelitian

Sugiyono. Bandung : CV Alfabeta. Sun, HJ & Yoon, HH (2019). Peran Moderasi Faktor Individu dan Organisasi dalam Menghubungkan Kebajikan Organisasi, Keterlibatan, dan Perilaku Kewarganegaraan Jurnal Penelitian Perhotelan dan Pariwisata 20(9). 1-26. DOI: 10.1177/1096348020963701

Susita, D., Paramita, W., dan Setyawati, S. (2020). Dampak Inspirasi Kerja dan Tanggung Jawab Hirarki pada PT Tiarany,

Tiarany, A.G. (2022). Employee Well-Being Memediasi Pengaruh Perceived Organizational Support dan Organizational Virtuousness Terhadap Kinerja Abdi Dalem Kraton Yogyakarta.

Tuffaha (2020). dia Penentu Presentasi Perwakilan: Survei Penulisan. Jurnal Ilmu Ekonomi dan Manajemen 3(3). 14-24. https://doi.org/10.30560/jems.v3n3p14

Umihastanti, D., dan Frianto, A. (2022). kinerja pegawai instansi kepegawaian daerah dalam kaitannya dengan dukungan organisasi dan keterikatan pegawai. 10(2021): 219–232,

Uyzal. T. (2021). Pengaruh Kebajikan Organisasi Terhadap Produktivitas Kerja: Peran Mediasi Keadilan Organisasi. Buku Harian Eksplorasi dalam Bisnis. 6(1). 26-53.

Wattoo, M.DOI: 10.29228/JRB.2 A., dkk (2018). Konflik Pekerjaan-Keluarga dan Dukungan Organisasi yang Dirasakan dan Kesejahteraan Karyawan: Menguji Peran Mediasi Kedua Studi dalam Manajemen Tiongkok 13 (18).

Winarno, A., dkk., https://doi.org/10.1108/CMS-07-2017-0211 Pengaruh Seen Hierarchical Help terhadap Pembagian Informasi: Suatu Pemeriksaan Refleksi Melalui Pendekatan SEM. Jurnal penelitian di Eropa Timur dan Asia Tengah. 8 (14). 570-584.

Zainal, M.DOI: http://dx.doi.org/10.15549/jeecar.v8i4.723 (2018). Pengaruh efikasi diri karyawan dan persepsi dukungan organisasi terhadap kemauan mereka untuk berubah (tesis master, Universitas Islam Indonesia).

Zamrudi, Z., Setiawan, M., Irawanto, D. W., & Rahayu, M. (2023). Incorporating counterproductive knowledge behaviour in the higher education context: proposing the potential remedies in explaining the faculty members' performance. Global Knowledge, Memory and Communication.