

# The Mediating Role of Perceived Organizational Support in the Relationship Between High Performance Work System and Employee Well-Being at XYZ Hospital, South Jakarta

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## Abstract

*The aim of this study was to see whether or not perceived organizational support had a role in moderating the relationship between high performance work systems and employee well-being at XYZ Hospital in South Jakarta. A quantitative approach was used, using a saturated sample of 72 persons. The data is processed using descriptive data analysis techniques with partial least squares - structural equation modeling (PLS-SEM), yielding the following results: high performance work system has a positive effect on employee well-being, perceived organizational support has a positive effect on employee well-being, and high-performance work system has a positive effect on perceived organizational support. In addition, high performance work system has a positive effect on employee well-being through perceived organizational support*

## Keywords

high performance work system;  
employee well-being; perceived  
organizational support



## I. Introduction

Globalization that is hitting the world today is triggered by technological advances, which results in the future being difficult to predict. This requires all economic sectors to move more adaptively and agilely to adapt to these conditions, this is useful for maintaining sustainable business growth in the future. For this reason, it is vital to have qualified personnel (HR). Human resources (HR) of high quality are those who have a flexible personality, abilities, and the capacity to be competent. The success or failure of a company is influenced by how big the contribution of its human resources is as the driving force of the organization, humans must always be a competitive resource. Human Resources (HR) is the most important component in a company or organization to run the business it does. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired (Shah et al, 2020). The development of human resources is a process of changing the human resources who belong to an organization, from one situation to another, which is better to prepare a future responsibility in achieving organizational goals (Werdhiastutie et al, 2020). An organization's major aim in achieving its vision and purpose is to have high-quality resources. Organizations must respond swiftly and effectively to the dynamics of business transformation in the best interests of the firm as well as the community. (Budiyono, 2019). According to Edison et al. (2018), Human resource management is management that has a focus on maximizing the abilities of its employees or members through various strategic steps to improve employee performance so that organizational goals become more optimal.

The hospital is a company that is engaged in services. Human resources play a critical role in the hospital's ability to carry out its operational duties. Especially at private hospitals, where the workload differs from that of government and public institutions. The orientation of private-public hospitals is social and profit-oriented. Thus, maintaining the performance of its human resources is one way to compete with other hospitals. In order to develop competitiveness, it must develop the work productivity. Increasing productivity is not an easy thing to do. Organizations need a special approach to increase work productivity, especially for employees as human resources (Hairo, 2019). Previous studies have extensively researched the influence of high-performance work systems (HPWS) on employee well-being (Akanni et al., 2020; Wei Qi, et al., 2021; Akhtar et al., 2017; Liang-Chih et al., 2016).

However, there hasn't been much research on perceived organizational support as a mediator in the relationship between high performance work systems (HPWS) and employee well-being. So based on the phenomena and results of the research above, the researcher intends to research perceived organizational support had a role in moderating the link between high performance work systems and employee well-being at XYZ Hospital in South Jakarta.

## **II. Review of Literature**

### **2.1 High Performance Work System (HPWS)**

HPWS leads to policies that influence behavior so that it has an impact on the unit or organization, in contrast to HRM practices that only focus on performance. The benefits of implementing HPWS are that it can increase job satisfaction and increase employee productivity and employees are better able to make better decisions (Aristana & Artana, 2020). HPWS is a human resource approach that aims to develop employee skills, dedication, and productivity so that they may be used to gain a competitive edge (Ghautama, 2018). Comprehensive staff recruiting and selection procedures, incentive compensation, performance management systems, and significant employee involvement and training are all part of the HPWS. HPWS is distinguished by relatively high skill requirements, employment design, and incentive structure (Chen et al., 2016).

### **2.2 Perceived Organizational Support (POS)**

According to Wu and Liu (2014), Perceived Organizational Support (POS) is an employee's view that the organization or firm values their efforts and is concerned about their well-being. Perceived Organizational Support is also defined as the assurance of the organization's availability of aid when such assistance is required to support the fulfillment of employee obligations so that they may run successfully and deal with stressful situations. POS is an effort that can give appreciation, and attention, and increase welfare to every employee by the contribution given by the employee to the company. If employees feel the support from the company and the support provided is by the norms, desires, and expectations of employees, employees will naturally commit to fulfill their obligations to the company. With the support from the company employees, of course, employees will not leave the company, because employees already have a strong sense of emotional bond with the company where they work (Rhoades & Eisenberger, 2002).

### **2.3 Employee Well-Being**

Employee well-being, according to Zheng et al. (2015:627), has three dimensions: life well-being, workplace well-being, and psychological well-being. Meanwhile,

according to Page (2009) there are three main components in employee well-being: subjective (satisfaction in life and dispositional affect) well-being in workplace (satisfaction of job and work-related effect), and psychological well-being (acceptance of self, positive interpersonal relationships, environmental mastery, autonomy, purpose in life, and self-development). Of the three components mentioned above, researchers have the assumption that workplace well-being is the component that is most closely related to workers and the work environment and the psychological state of individuals in the work environment because according to Danna and Griffin (2009) workplace well-being can shape the work environment. fun, best employee attitude, and potential turnover decreases by minimizing level of stress.

## 2.4 Hypotheses

Based on the findings in the literature related to this study, there are four hypotheses developed:

H1: High Performance Work System (HPWS) with Employee Well-being (WB).

H2: Perceived Organizational Support (POS) with Employee Well-being (WB)

H3: High Performance Work System (HPWS) with Perceived Organizational Support (POS)

H4: High performance work system has a positive effect on employee wellbeing through Perceived Organizational Support

## III. Research Methods

The research uses a quantitative approach, unit analysis, operational variables, population and samples, and data collection using primary data taken using only 72 nurses because the number is relatively small so all nurses will be taken as a saturated sample method. Sugiyono (2014) defines saturation sampling as a sampling strategy in which all members of the population are employed as samples. The data were analyzed utilizing descriptive data analysis approaches using Partial Least Square - Structural Equation Modeling (PLS-SEM) and inferential data interpretation, as well as study assumptions. Items are measured using a 5-point Likert scale, with 1 indicating severely disagree, 2 indicating disagree, 3 indicating neutral, 4 indicating agree, and 5 indicating strongly agree. Items are measured using a 5-point Likert scale, with 1 indicating severely disagree, 2 indicating disagree, 3 indicating neutral, 4 indicating agree, and 5 indicating strongly agree. PLS-SEM statistical analysis during the model-building (inner model) was assessed for the instrument's validity and reliability test. Reducing the average variance extraction (AVE) to confirm the validity, loading factor, and discriminant analysis. If the AVE value is more than 0.5, the loading factor is greater than 0.7, and the discriminant analysis meets the HTMT criteria, the instrument has improved its validity. If the HTMT matrix for the variable being evaluated is 0.9, the construct is said to have discriminant validity (Henseler et al., 2015). The reliability is accepted if the composite reliability test is more than 0.7. (Hair et al., 2019).

## 3.1 Research Subjects

**Table 1.** Respondent's Profile

Category		Quantity	Percentage (%)
Gender	Men	26	36.1
	Woman	46	63.9
Age	20-30 years	34	47.2

	31-40 years	27	37.5
	41-50 years	11	15.3
Level of Education	D3	62	86.1
	High School Graduate	10	13.9
Length of Work	<2 years	35	48.6
	2-4 years	25	34.7
	>4 years	12	16.7
Total		72	100.0

### 3.2 Measurement of Variable

The data was gathered by the use of a closed-ended questionnaire using a five-point likert scale, with 1 indicating strongly disagree, 2 suggesting disagree, 3 indicating neutral, 4 indicating agree, and 5 indicating strongly agree. Mieke et al. provided the foundation for the high-performance work system questionnaire (2019) which includes four dimensions; engaging staff, aligning leaders, acquiring talent and empowering the frontline. Meanwhile from the questionnaire for Perceived organizational support is adapted from Li et al., (2019) consists of three dimensions of justice, supervisor support and organizational rewards & working conditions. The questionnaire was adapted from Kun Balogh and Krasz, (2017) which consists of four dimensions of relationship, meaning, positive emotion and engagement.

## IV. Results and Discussion

The data analysis process is separated into two sections. Initial stage is the outer model, it ensures the data adheres to PLS-SEM standars. Inner model is the second stage, it is used to attempt the hypotheses in this research.

Based on the data in the table above, it is known that the indicators in each dimension have outer loading values more than 0.7 and an AVE greater than 0.05, indicating that all indicators are viable or valid for use in research and may be further investigated. Another criterion is to look at the CR value > 0.7 and Cronbach's alpha > 0.7, which indicates that all variables matched the requirements and may be further studied (Hair et al., 2019).

**Table 2.** Factor Loading, Reliability, and AVE.

<i>Variable</i>	<i>Loading factor</i>	<i>AVE</i>	<i>Composite reliability</i>	<i>Cronbach's alpha</i>
<b><i>Employee well-being</i></b>		<b>0.791</b>	<b>0.979</b>	<b>0.981</b>
I often feel happy at work	0.956			
I usually feel positive when I'm working	0.904			
I often feel engrossed in what I do	0.921			
I often feel passionate about doing anything	0.913			
I often lose track of time when I do what I love	0.887			
I frequently obtain assistance from others when I need it	0.890			
I am often supported from others when I need it	0.773			
I feel loved	0.875			

I am satisfied with my personal relationships with other people	0.857			
I live a meaningful life	0.859			
I believe that what I do in life is valuable	0.881			
I believe that I have a clear direction in life and I am making progress toward achieving my life goals.	0.933			
I frequently fulfill key goals that I have set for myself, and I am capable of handling the tasks that have been assigned to me.	0.868			
<b><i>High performance work system</i></b>		<b>0.713</b>	<b>0.963</b>	<b>0.967</b>
I was given an award for doing a good job	0.788			
I get a salary above the existing market salary	0.775			
I receive performance appraisals that help them improve my performance	0.908			
I receive a performance appraisal which is used to determine my compensation	0.843			
I am trusted to do many things when working in a team	0.893			
I get a chance to learn a new skill	0.833			
I get the necessary training program for his future career development	0.876			
The organization recruits the right employee for the position.	0.833			
Teamwork is important to provide quality services to patients	0.817			
I have job security so I don't worry about being laid off or the risk of losing my job	0.795			
I am enrolled in a formal information sharing program at work	0.894			
I participate in decision-making conversations that are relevant to my work.	0.863			
<b><i>Perceived Organizational Support</i></b>		<b>0.774</b>	<b>0.958</b>	<b>0.965</b>
My organization appreciates my contribution to its success.	0.922			
My company genuinely cares about my well-being.	0.874			
My company takes excellent care of me.	0.865			
The boss will notice if I perform a good job.	0.873			
My supervisor makes every effort to make my job as fascinating as possible.	0.817			
My supervisor is eager to develop himself/herself in order to assist me in doing my duties to the best of my abilities.	0.932			
My company appreciates the additional effort I put in.	0.884			
My company will pay attention to my concerns.	0.865			

**Table 3. Discriminant Validity Test Results**

	Employee wellbeing	High performance work system	Perceived Organizational Support
Employee wellbeing			
High performance work system	0.850		
Perceived Organizational Support	0.831	0.815	
HTMT <0,9 (Henseler et al., 2015)			

In table 3 above, the HTMT matrix value for the variables evaluated in the output matrix of validity and reliability testing with the HTMT approach, as indicated by Henseler et al (2015), is 0.9, indicating that the concept possesses discriminant validity. Because all variables in the matrix above have HTMT values of 0.9, all variables pass the validity and reliability tests.

**Table 4. Multicollinearity Test Results**

Dependent	Employee wellbeing	Perceived Organizational Support
Independent	VIF	VIF
High performance work system	2.647	1
Perceived Organizational Support	2.647	

The multicollinearity test is performed by taking into consideration the variance inflation factor or VIF value, which must be less than 5. (Hair et al., 2019). Table 4 displays the VIF rating for High performance work system and Perceived Organizational Support <5.

**Table 5. Coefficient Determination**

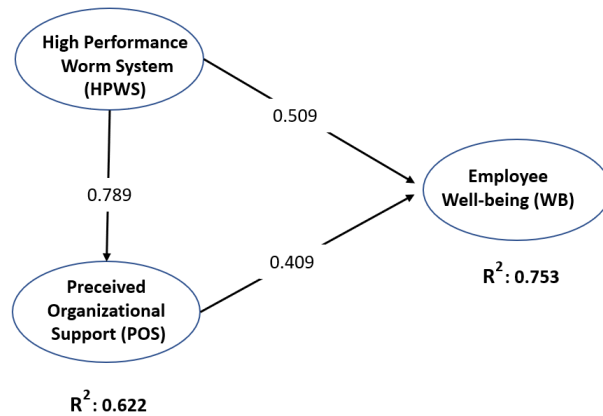
Construct/dependent variables	R Square	Classification
Employee wellbeing	0.753	Strong
Perceived Organizational Support	0.622	<i>Moderate</i>

Based on the data supplied in the table above, the R-Square value for employee well-being is 0.753, according to the evaluation of R<sup>2</sup> in table 5. This demonstrates that the high performance work system and perceived organizational support of 75.3 % can explain a considerable percentage of employee well-being. Employee well-being has an R-Square score of 0.622. This demonstrates that the High performance work system may explain 62.2 % of the perceived organizational support.

Furthermore, hypothesis testing is performed throughout the structural model evaluation. This test was carried out with SmartPLSTM 3.2.9 and the boot strapping technique (Ringle et al., 2015).The analysis of this research model was carried out using one-tailed bootstrapping. If the path coefficient value is positive, the research hypothesis can be declared supported.

**Table 6.** Hypothesis Tests

Hypothesis		Path coefficient	Result
H1	High performance work system has a positive effect on Employee wellbeing	0.509	Supported
H2	High performance work system has a positive effect on Perceived Organizational Support	0.789	Supported
H3	Perceived Organizational Support has a positive effect on Employee wellbeing	0.409	Supported
H4	High performance work system has a positive effect on Employee wellbeing through Perceived Organizational Support	0.322	Supported



**Figure 1.** Path coefficient test model

Based on Table: 1, it can be explained that the results of hypothesis testing in this study are as follows:

**1) Hypothesis 1: High Performance Work System (HPWS) with Employee Well-being (WB)**

The path coefficient value of HPWS→EWB of +0.509, meaning that the High-performance work system (HPWS) with Employee Well-being (WB) has a positive effect. Thus, hypothesis 1 is accepted. According to the study's findings, the better the implementation of the high-performance work system (HPWS) is, the greater the influence on employee well-being. Improving employee wellness is an unavoidable option due to the considerable influence it has on corporate success (Huang et al., 2018). HPWS can predict job satisfaction because workers believe that the deployment of HPWS by firms allows them to create connections at work, which can lead to employee job happiness (Haider et al., 2020). High performance work system (HPWS) prioritizes internal consistency of company functions that are aligned with the company's strategy. HPWS leads to policies that influence behavior so that it has an impact on the unit or organization, in contrast to HRM practices that only focus on performance. The benefits of implementing HPWS are that it can increase job satisfaction and increase employee productivity and employees are better able to make better decisions (Aristana & Artana, 2020). This is backed by studies undertaken by Wei Qi et al (2021); Huang et al. (2016); Miao and Cao (2019), the findings of which show that high performance work systems (HPWS) have a favorable influence on employee well-being. According to the findings, HPWS had a favorable impact on employee well-being. Improving employee well-being is an unavoidable option due to the considerable influence it has on corporate success.

## **2) Hypothesis 2: Perceived Organizational Support (POS) with Employee Well-being (WB)**

Original example  $POS_{WB} = +0.409$ , indicating that the relationship between perceived organizational support (POS) and employee well-being (WB) is positive and have significant effect. As a result, Hypothesis 2 receives support. According to Wu and Liu (2014), Perceived Organizational Support (POS) is an employee's view that the organization or firm values their efforts and cares about their well-being. Perceived Organizational Support is also defined as the confidence of the availability of assistance from the organization when such assistance is required to support the fulfillment of employee obligations so that they may run successfully and cope with stressful situations. As a result, higher Perceived Organizational Support (POS) will have a beneficial impact on workplace well-being. According to Slep et al. (2015), workplace well-being is acknowledged as an important factor. As a result, increased levels of Perceived Organizational Support (POS) will improve workplace well-being. Wei Qi et al. (2021); Mashal et al. (2018); Brunetto et al. (2013); Caesens et al. (2016). According to the findings, the greater the amount of Perceived Organizational Support (POS), the greater the effect on employee well-being. Because of the considerable influence it has on organizational performance, increasing employee well-being is an unavoidable option., can affect employees and cause them to become well-being.

## **3) Hypothesis 3: High Performance Work System (HPWS) with Perceived Organizational Support (POS)**

Original sample  $HPWS \rightarrow POS$  of 0.789, meaning demonstrated that the high-performance Work System (HPWS) in combination with Perceived Organizational Support (POS) had a positive and significant effect as a result, Hypothesis 3 is confirmed. *Perceived Organizational support* (POS) is an effort that can give appreciation, attention, and increase welfare to every employee in accordance with the contribution given by the employee to the company. If employees feel that there is support from the company and the support provided is in accordance with the norms, desires, and expectations of employees, then employees will naturally have a commitment to fulfill their obligations to the company. HPWS has a favorable impact on employee attitudes and behaviors, including helpful conduct and organizational behavior (Huang et al., 2018). With the support from the company to employees, of course, employees will not leave the company, because employees already have a strong sense or emotional bond with the company where they work (Rhoades & Eisenberger, 2002).

Research conducted by Chillakuri et al. (2020); Wei Qi et al. (2021); Li et al. (2019). The high-performance work system (HPWS) had a positive influence on perceived organizational support (POS), according to the findings (POS). This research contends that in order to retain a healthy and productive workforce, businesses should develop policies and practices that provide the most help to workers. Positive impact was found between perceived organizational support on employee well-being. This study emphasizes the need of businesses establishing strategies to encourage positive work attitudes and increase perceived organizational support so it can improve the organizational performance.

## **4). Hypothesis 4: High performance work system has a positive effect on Employee wellbeing through Perceived Organizational Support**

The path coefficient is +0.322 based on the results of the indirect study. Because the path coefficient value is positive, it is possible to conclude that the variable high performance work system (HPWS) has a positive and substantial influence on employee



well-being (WB) via perceived organizational support. Thus, the hypothesis H4 "High-performance work system has a positive effect on Employee well-being through perceived organizational support" is supported. HPWS leads to policies that influence behavior so that it has an impact on the unit or organization. The benefits of implementing HPWS are that it can increase job satisfaction and increase is an employee's notion that their organization or corporation values their efforts and cares about their well-being. Perceived organizational support assures the organization's availability of assistance to support employee commitments in order for them to run smoothly and deal with difficult situations. As a result, the larger the well-being, the better the high-performance work system that is supported by Perceived Organizational Support (POS). The findings of this investigation are supported by studies by Wei Qi et al. (2021); Li et al (2019).

## V. Conclusion

The following conclusions may be formed based on the findings of this study's analysis and discussion: 1) A high-performance work system boosts employee happiness. 2) That employee well-being is improved by perceived organizational support. 3) The High-performance work system boosts perceived organizational support. 4). A high-performance work system boosts employee well-being by increasing perceived organizational support.

For further research, it is recommended not only to conduct research in one hospital but several hospitals that have almost the same characteristics, so that the results can be used as a reference in improving employee well-being in various hospitals in Indonesia.

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