

THE INFLUENCE OF PSYCHOLOGICAL WELL-BEING ON WORK ENGAGEMENT MODERATED BY PERCEIVED ORGANIZATIONAL SUPPORT (STUDY ON EMPLOYEES) HWI INDONESIA

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Abstract

This study aims to analyze the influence of psychological well-being on work engagement with perceived organizational support as a moderator variable in HWI Indonesia employees in Medan. This study uses a quantitative approach with a correlational design. The population in this study were all 157 HWI Indonesia staff in Medan, with a total sampling technique. Data collection was carried out using a Likert scale consisting of three measuring instruments, namely the work engagement scale based on aspects of vigor, dedication, and absorption, the psychological well-being scale using the short version of Ryff's Psychological Well-Being Scale (PWBS), and the perceived organizational support scale using the modified Survey of Perceived Organizational Support (SPOS). Data analysis used the Structural Equation Modeling method based on Partial Least Squares (SEM-PLS). The results showed that psychological well-being had a positive and significant effect on work engagement, perceived organizational support also had a positive and significant effect on work engagement. Perceived organizational support acts as a moderator variable that strengthens the relationship between psychological well-being and work engagement. Increasing employee work engagement not only depends on the individual's psychological condition, but is also greatly influenced by the support provided by the organization.

Keywords: *psychological well-being, perceived organizational support, work engagement, SEM-PLS*

Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh psychological well-being terhadap work engagement dengan perceived organizational support sebagai variabel moderator pada karyawan HWI Indonesia di Medan. Penelitian ini menggunakan pendekatan kuantitatif dengan desain korelasional. Populasi dalam penelitian ini adalah seluruh staf HWI Indonesia di Medan yang berjumlah 157 orang, dengan teknik pengambilan sampel total sampling. Pengumpulan data dilakukan menggunakan skala Likert yang terdiri dari tiga alat ukur, yaitu skala work engagement berdasarkan aspek vigor, dedication, dan absorption, skala psychological well-being menggunakan Psychological Well-Being Scale (PWBS) versi singkat milik Ryff, serta skala perceived organizational support menggunakan Survey of Perceived Organizational Support (SPOS) yang telah dimodifikasi. Analisis data menggunakan metode Structural Equation Modeling berbasis Partial Least Squares (SEM-PLS). Hasil penelitian menunjukkan bahwa psychological well-being berpengaruh positif dan signifikan terhadap work engagement, perceived organizational support juga berpengaruh positif dan signifikan terhadap work engagement. perceived organizational support berperan sebagai variabel moderator yang memperkuat hubungan antara psychological well-being dan work engagement. Peningkatan work engagement karyawan tidak hanya bergantung pada kondisi psikologis individu, tetapi juga sangat dipengaruhi oleh dukungan yang diberikan organisasi.

Kata kunci: *psychological well-being, perceived organizational support, work engagement, SEM-PLS*



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INTRODUCTION

The evolving work environment in today's era of globalization and digitalization demands that organizations adapt quickly and sustainably. Increasingly fierce competition, both in the public and private sectors, makes human resources a strategic factor in determining organizational success. Organizations no longer rely solely on systems, technology, or formal structures, but must also consider the quality and psychological well-being of employees as the primary drivers of organizational activity. Effective human resource management is believed to improve productivity, performance, and overall organizational competitiveness.

Human resources play a crucial role because they are directly related to the execution of tasks and the achievement of organizational goals. Employees are not merely performers of work, but also individuals with physical, psychological, and social needs that must be met. If these needs are neglected, employees are likely to experience burnout, stress, and decreased motivation. This can negatively impact both individual and organizational performance. Therefore, organizations need to understand the factors that influence employee attitudes, behaviors, and engagement in their work.¹

One factor that plays a significant role in shaping employee attitudes and work behavior is perceived organizational support (POS). Perceived organizational support refers to the extent to which employees perceive that the organization values their contributions and cares about their well-being. Eisenberger et al.,² stated that when employees feel supported by the organization, they will develop positive attitudes, a sense of belonging, and greater loyalty. Positively perceived organizational support can also increase job satisfaction, organizational commitment, and employees' desire to contribute optimally.³

The social exchange theory proposed by Blau⁴ explains that the relationship between employees and organizations is reciprocal. When organizations provide support, attention, and fair treatment to employees, employees will reciprocate with positive attitudes and work behaviors that benefit the organization. In this context, perceived organizational support is an important foundation for building harmonious and mutually beneficial working relationships between employees and the organization. Strong organizational support will encourage employees to be more involved, committed, and responsible in their work.

Work engagement is a positive employee response to the support provided by the organization. Employee engagement is defined as a positive psychological state characterized by

¹ S. P. Robbins, *Management*, 14th ed. (Pearson Education, 2018).

² R. Eisenberger et al., "Perceived Organizational Support," *Journal of Applied Psychology* 71 (2001): 500–507.

³ L. Rhoades and R. Eisenberger, "Perceived Organizational Support: A Review of the Literature," *Journal of Applied Psychology* 87, no. 4 (2002): 698–714.

⁴ P. M. Blau, *Exchange and Power in Social Life* (John Wiley & Sons, 1964).

enthusiasm, dedication, and full involvement in one's work. Employees with high levels of engagement tend to demonstrate enthusiasm, focus, and energy in completing tasks. This contributes to improved individual performance, work quality, and overall organizational success.⁵

Employee engagement is influenced not only by organizational factors but also by the individual's psychological state. One psychological aspect that plays a crucial role in increasing work engagement is psychological well-being. Psychological well-being refers to an individual's psychological well-being, encompassing feelings of happiness, life satisfaction, and the ability to manage stress and life's challenges. Ryff and Keyes⁶ suggest that psychological well-being comprises several dimensions, such as self-acceptance, positive relationships with others, autonomy, environmental mastery, purpose in life, and personal growth.

Employees with good psychological well-being tend to have a positive outlook on their jobs and work environment. They are better able to cope with work pressure, have good psychological resilience, and demonstrate a proactive attitude in completing tasks. Conversely, low psychological well-being can trigger various workplace problems, such as emotional exhaustion, burnout, and decreased work motivation. These conditions can ultimately impact employee engagement and performance.

Furthermore, work-life balance is also a factor influencing employee psychological well-being. Work-life balance describes an individual's ability to balance work demands with personal and family life. An imbalance between these two aspects can lead to prolonged stress, role conflict, and decreased job satisfaction. Previous research has shown that a good work-life balance can improve employee psychological well-being, job satisfaction, and commitment to the organization.

In practice, organizations often fail to fully address the importance of organizational support and employee psychological well-being. Organizations that focus more on achieving short-term targets and performance can neglect employee well-being. Consistent and ongoing organizational support is essential for creating a healthy and productive work environment. Organizations that provide adequate support are more likely to build high employee engagement and retain quality employees.⁷

In the context of public sector organizations, such as government agencies, the challenges of human resource management are increasingly complex. High demands on public services, limited resources, and rigid bureaucracy often create stress for employees. These conditions can

⁵ A. B. Bakker, "The Job Demands–Resources Model: State of the Art," *Journal of Managerial Psychology* 22, no. 3 (2007): 309–28.

⁶ C. D. Ryff and C. L. M. Keyes, "The Structure of Psychological Well-Being Revisited," *Journal of Personality and Social Psychology* 69, no. 4 (1995): 719–27.

⁷ N. Ariani and T. W. Afrianty, "Pengaruh Perceived Organizational Support Terhadap Kinerja Karyawan Dengan Employee Engagement Sebagai Variabel Mediasi," *Journal of Business Administration* 50, no. 4 (2017): 169–77.

impact employee psychological well-being and work engagement. Therefore, it is crucial for public sector organizations to understand the role of perceived organizational support and psychological well-being in enhancing employee engagement to drive better performance and service quality.

Based on the above description, it can be concluded that perceived organizational support and psychological well-being are important factors contributing to increased employee engagement. The relationship between these three variables indicates that organizational support not only directly influences work engagement but also plays a role in strengthening employees' psychological well-being. Therefore, research on the influence of perceived organizational support and psychological well-being on employee engagement is relevant and important. The results of this study are expected to provide theoretical contributions to the development of human resource management science and provide practical considerations for organizations in designing employee management policies oriented towards well-being and work engagement.

RESEARCH METHODS

This study employed a quantitative correlational research method to determine whether there is a relationship between two or more variables in a study group. The population used in this study was 157 HWI Indonesia staff in Medan. This study employed a total sampling technique. The sample size for this study was 157 individuals.

The preparation of the research measuring instrument in this study used the Likert scale model. The work engagement scale is the basis for making this measuring instrument used in the study in the form of a scale, namely the work engagement scale based on aspects of work engagement Bakker A. S⁸: Vigor (strength), Dedication (dedication), and Absorption (absorption) adapted by Olivia. The work engagement scale is compiled using a Likert scale with four answer choices, namely SS (strongly agree), S (agree), TS (disagree), STS (strongly disagree). The statements on this scale are arranged in the form of favorable and unfavorable. The criteria for this favorable statement are a value of 4 for the Strongly Agree (SS) option, a value of 3 for the Agree (S) answer option, a value of 2 for the Disagree (TS) answer option, and a value of 1 for the Strongly Disagree (STS) answer option. Meanwhile, for unfavorable statements, a score of 1 is given for Strongly Agree (SS), a score of 2 is given for Agree (S), a score of 3 is given for Disagree (TS), and a score of 4 is given for Strongly Disagree (STS). The scale is adapted to the conditions and location of the research.

The Psychological well-being scale in this study uses Ryff's⁹ Psychological Well-Being Scale (PWBS) with a shortened version of 18 items taken from the SPARQT.

⁸ Ashar Sunyoto Munandar, *Psikologi industri dan organisasi* (UI Press, 2001).

⁹ Ryff and Keyes, "The Structure of Psychological Well-Being Revisited."

The Perceived Organizational Support scale in this study was developed by Eisenberger et al. and validated by Syahputra, namely the Survey of Perceived Organizational Support (SPOS) consisting of 36 items. Basically, the measuring instrument uses a Likert scale with a range of 7 points (1 = strongly disagree to 7 = strongly agree). However, the author decided to make modifications by changing the scale to a range of 4 points, namely: 1 = STS (very inappropriate), 2 = TS (not appropriate), 3 = S (appropriate), 4 = SS (very appropriate) and changing the number of measuring instrument items to 12 items.

Structural Equation Modeling (SEM) is a multivariate statistical technique used to analyze relationships between latent variables. Partial Least Squares (PLS) is a variance-based approach in SEM that is used when data is not normally distributed, the sample size is relatively small, and the model is complex. This study examines the effect of psychological well-being on work engagement, as well as examining perceived organizational support as a moderator variable. Because the relationship between constructs involves latent variables (not directly measurable), moderating effects, and complex structural models. The use of SEM-PLS is considered the most appropriate, with the advantages of not requiring normally distributed data, being able to be used for models with a large number of indicators, and being suitable for Likert-scale data and small-medium samples (± 100 –200 respondents).

The data was processed using the Smart-PLS SEM program. Before processing the data, there are several things that must be done, namely: Re-checking the collected data, such as the completeness of filling in the identity and the distribution of varied answers, Providing codes or sequential numbers to the results of the subject's work, Scoring the answers given by the subject in the measuring instrument, distinguishing favorable items from unfavorable, Inputting the answers to the research scale trial and conducting reliability and validity tests, Inputting the answers to the research results scale using Smart-PLS SEM.

Statistics with SEM Analysis Based on the objectives of this study, the variables analyzed are exogenous constructs as variable X and as mediating variables. Endogenous constructs as variable Y. By considering the characteristics of the variables to be tested, the statistical test conducted is by using the Structural Equation Model (SEM) approach or structural equation model.

To test the research hypothesis, the analysis technique used was the Structural Equation Model (SEM) approach, operated through the Partial Least Squares (PLS) program using SmartPLS software. PLS is a structural equation model based on components or variance. According to Gozali, PLS is a powerful analysis method because it is not based on many assumptions. For example, data must be normally distributed and the sample size does not need to be large. In addition to being used to confirm theories, PLS can also be used to explain the existence or absence of relationships between latent variables.

RESULTS AND DISCUSSION

Outer Model Testing (Measurement Model Test): Validity and Reliability Testing

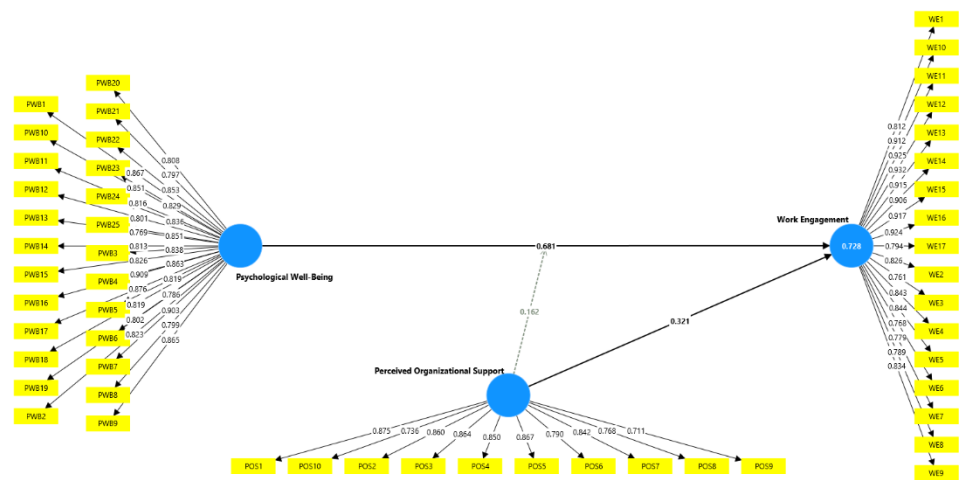
a. Convergent Validity

Convergent validity testing is conducted by examining the outer loading value. In confirmatory factor analysis or Structural Equation Modeling (SEM), a loading factor value of ≥ 0.7 is considered ideal to indicate that the indicators used in the study are valid in measuring the constructs created.

Table 1. Convergent Validity Test Results

	Perceived Organizational Support	Psychological Well-Being	Work Engagement
POS1	0.875		
POS10	0.736		
POS2	0.860		
POS3	0.864		
POS4	0.850		
POS5	0.867		
POS6	0.790		
POS7	0.842		
POS8	0.768		
POS9	0.711		
PWB1		0.867	
PWB10		0.851	
PWB11		0.816	
PWB12		0.801	
PWB13		0.769	
PWB14		0.813	
PWB15		0.826	
PWB16		0.909	
PWB17		0.876	
PWB18		0.819	
PWB19		0.802	
PWB2		0.823	
PWB20		0.808	
PWB21		0.797	
PWB22		0.853	
PWB23		0.829	
PWB24		0.836	
PWB25		0.851	
PWB3		0.838	
PWB4		0.863	
PWB5		0.819	
PWB6		0.786	

	Perceived Organizational Support	Psychological Well-Being	Work Engagement
PWB7		0.903	
PWB8		0.799	
PWB9		0.865	
WE1			0.812
WE10			0.912
WE11			0.925
WE12			0.932
WE13			0.915
WE14			0.906
WE15			0.917
WE16			0.924
WE17			0.794
WE2			0.826
WE3			0.761
WE4			0.843
WE5			0.844
WE6			0.768
WE7			0.779
WE8			0.789
WE9			0.834



The value of all outer loadings is > 0.7 . This indicates that the validity criteria are met based on the outer loading value, so that all indicators are declared to have good validity in explaining their latent variables.

b. Discriminant Validity

The ability of constructs to differentiate one another in the model. Discriminant validity can be measured in two ways, namely by cross-loading and the Fornell-Larcker

criterion. To determine discriminant validity, the cross-loading value of each variable must be > 0.70 and the square root of each construct's AVE must be greater than its correlation with other constructs (for the Fornell-Larcker criterion).

Table 2.
Validity Testing Based on Average Variance Extracted (AVE)

	Average variance extracted (AVE)
Perceived Organizational Support	0.670
Psychological Well-Being	0.695
Work Engagement	0.729

All variables have met the established AVE criteria, namely with a value >0.5 . This indicates that the Convergent Validity Test is acceptable.

Table 3.
Validity Testing Based on the Fornell-Larcker Criterion

	Perceived Organizational Support	Psychological Well-Being	Work Engagement
Perceived Organizational Support	0.818		
Psychological Well-Being	0.430	0.833	
Work Engagement	0.689	0.700	0.854

In discriminant validity testing, the square root of the AVE of a latent variable is compared with the correlation between that latent variable and other latent variables. The square root of the AVE for each latent variable is greater than the correlation between that latent variable and other latent variables. Therefore, it is concluded that the discriminant validity requirements have been met.

Table 4
Validity Testing Based on HTMT

	Perceived Organizational Support	Psychological Well-Being	Work Engagement
Psychological Well-Being	0.422		
Work Engagement	0.691	0.715	
Perceived Organizational Support x Psychological Well-Being	0.263	0.407	0.135

The results of the discriminant validity test using the HTMT approach show that all values are <0.9 , which means that it can be concluded that the discriminant validity requirements based on the HTMT approach have been met.

c. Composite Reliability

It is used to test the reliability of indicators in a variable. A variable is considered to meet Composite Reliability if it has a Composite Reliability value >0.7 .

Table 5
Reliability Testing Based on Composite Reliability

	Composite reliability (ρ_c)
Perceived Organizational Support	0.953
Psychological Well-Being	0.983
Work Engagement	0.979

It can be seen that the CR value > 0.7 indicates that the value meets the reliability criteria based on CR. A variable is considered to meet Composite Reliability if it has a Composite Reliability value > 0.7 .

d. Cronbach's Alpha

Cronbach's Alpha describes the extent to which one variable is related to another. A measuring instrument is considered reliable if its Cronbach's Alpha value is >0.6 .

Table 6
Reliability Testing Based on Cronbach's Alpha (CA)

	Cronbach's alpha
Perceived Organizational Support	0.945
Psychological Well-Being	0.982
Work Engagement	0.976

all CA values > 0.7 , which means they have met the reliability requirements based on Cronbach's Alpha

e. Structural Model Testing (Structural Model) Test of Significance of Influence

Table 7
Path Coefficient Test & Significance of Direct Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Perceived Organizational Support -> Work Engagement	0.321	0.323	0.145	2,218	0.027
Psychological Well-Being -> Work Engagement	0.681	0.679	0.122	5,601	0.000
Perceived Organizational Support x Psychological Well-Being -> Work Engagement	0.162	0.162	0.013	12,563	0.000

Based on the results in the table, the following results were obtained:

1. Perceived Organizational Support has a positive effect on Work Engagement, with a coefficient value (Original Sample column) = 0.321, and is significant, with T-Statistics = 2.218 > 1.96 and P-Values = 0.027 < 0.05 (Hypothesis Accepted).
2. Psychological Well-Being has a positive effect on Work Engagement, with a coefficient value (Original Sample column) = 0.681, and is significant, with T-Statistics = 5.601 > 1.96 and P-Values = 0.000 < 0.05 (Hypothesis Accepted).
3. Perceived Organizational Support significantly moderates the influence of Psychological Well-Being on Work Engagement, with T-Statistics = 12.563 > 1.96 and P-Values = 0.000 < 0.05 (Moderation Hypothesis Accepted).

Table 8
R-Square

	R-square
Work Engagement	0.728

It is known that the R-Squares value of Work Engagement is 0.728, which means that Psychological Well-Being, Perceived Organizational Support is able to explain or influence Work Engagement by 72.8%.

Table 10
Goodness of Fit Model Testing

	Estimated model
SRMR	0.077

It is known that based on the results of the SRMR goodness of fit test, the SRMR value = $0.077 < 0.1$, so it is concluded that the model is FIT.

DISCUSSION

The results of this study generally indicate that psychological well-being and perceived organizational support play a significant role in increasing employee work engagement. These findings indicate that work engagement is influenced not only by individual circumstances but also by employees' perceptions of the support provided by the organization. Therefore, efforts to improve work engagement need to be implemented holistically, taking into account both psychological factors and the work environment.

Psychological well-being has been shown to significantly contribute to work engagement, both directly and through organizational support mechanisms. Employees with good psychological well-being tend to exhibit positive attitudes, high work energy, and greater dedication to their jobs. This aligns with the positive psychology approach, which emphasizes the importance of positive psychological states in improving employee work quality and engagement.

In addition to individual factors, perceived organizational support has also been shown to have a significant influence on work engagement. The test results show that perceived organizational support has a positive effect on work engagement, with a coefficient value of 0.321 and a significance level below 0.05. This finding suggests that employees who feel valued and cared for by the organization will be more motivated to actively engage in their work.

The influence of perceived organizational support on work engagement can be explained through Blau's¹⁰ Social Exchange Theory. This theory states that the relationship between employees and organizations is reciprocal, where the support provided by the organization is reciprocated by the employee in the form of positive attitudes, commitment, and higher work engagement. Thus, organizational support acts as a trigger for work engagement.

The findings of this study align with those of Rhoades and Eisenberger¹¹, who found that perceived organizational support is positively related to employee commitment and engagement. Robbins et al.'s¹² research also showed that organizational support can enhance work engagement by increasing job satisfaction and intrinsic motivation, thus strengthening the findings of this study.

The research also showed that psychological well-being has a positive and significant influence on work engagement, with a coefficient value of 0.681 and a very high level of significance. This finding indicates that employees who feel happy, satisfied, and able to manage work stress well tend to be more focused, energetic, and dedicated to their work.

These findings support the Positive Psychology theory proposed by Seligman¹³, which states that a positive psychological state will increase internal motivation and individual engagement in the activities undertaken. These results are also consistent with research by Schaufeli and Bakker¹⁴ and Bakker et al.¹⁵ which emphasized that psychological well-being plays a significant role in increasing vigor, dedication, and absorption, the main dimensions of work engagement.

In addition to its direct influence, this study also found that perceived organizational support acts as a moderating variable in the relationship between psychological well-being and work engagement. The test results indicate that organizational support significantly strengthens the influence of psychological well-being on employee work engagement, with a very high T-statistic value and a significance level below 0.05.

These findings suggest that employees with high psychological well-being will demonstrate optimal levels of work engagement if they also feel strong support from the organization. Conversely, without organizational support, employees' potential psychological well-being cannot fully translate into optimal work engagement.

¹⁰ Blau, *Exchange and Power in Social Life*.

¹¹ Rhoades and Eisenberger, "Perceived Organizational Support: A Review of the Literature."

¹² Robbins, *Management*.

¹³ M. E. P. Seligman, *Flourish: A Visionary New Understanding of Happiness and Well-Being* (Free Press, 2011).

¹⁴ W. B. Schaufeli and A. B. Bakker, "Job Demands, Job Resources, and Their Relationship with Burnout and Engagement," *Journal of Organizational Behavior* 25, no. 3 (2004): 293–315.

¹⁵ A. B. Bakker et al., "Work Engagement: An Emerging Concept in Occupational Health Psychology," *Work & Stress* 22, no. 3 (2008): 187–200.

The results of this study align with research by Karatepe and Ngeche¹⁶, which found that perceived organizational support strengthens the relationship between employee well-being and work engagement. Therefore, this study confirms that increasing work engagement requires a combination of good employee psychological well-being and a supportive organizational environment.

The positive influence of Perceived Organizational Support on Work Engagement confirms that employee work engagement arises when employees feel cared for and appreciated by the organization. Organizational support, manifested through recognition of performance, fair treatment, and the availability of assistance when facing work difficulties, encourages employees to reciprocate with increased work engagement. This is reflected in increased work enthusiasm (vigor), pride in work (dedication), and the ability of employees to fully engage in their tasks (absorption).

The significant influence of Psychological Well-Being on Work Engagement also indicates that an employee's psychological state is an internal factor determining the quality of work engagement. Employees who are able to manage their emotions, experience life satisfaction, and cope adaptively with work pressure are more likely to demonstrate positive energy, focus, and perseverance in their work. These findings confirm that psychological well-being not only serves as a protective barrier against stress but also as a driver for stronger and more consistent work engagement.

Furthermore, the moderating role of Perceived Organizational Support shows that the relationship between Psychological Well-Being and Work Engagement is stronger when employees perceive high levels of organizational support. This support creates a psychologically safe work environment, allowing employees' psychological well-being to be expressed in the form of optimal work engagement. Without organizational support, the positive influence of psychological well-being on work engagement tends to weaken, thus emphasizing the importance of the organization's role in maximizing employees' psychological potential.

CONCLUSION

This study demonstrates that work engagement among HWI Indonesia staff in Medan is associated with both organizational and individual psychological resources. The structural model shows that perceived organizational support and psychological well-being make significant positive contributions to employees' engagement in their work. These findings indicate that employees are

¹⁶ O. M. Karatepe and R. N. Ngeche, "Does Job Embeddedness Mediate the Effect of Work Engagement on Job Outcomes? A Study of Frontline Hotel Employees," *Journal of Human Resources in Hospitality & Tourism* 11, no. 2 (2012): 121–45.

more likely to demonstrate vigor, dedication, and absorption when they experience positive psychological functioning and perceive that the organization values their contributions and cares about their well-being.

Perceived organizational support has a positive and significant effect on work engagement, with a path coefficient of 0.321 and a p-value of 0.027. This finding supports the reciprocal logic of Social Exchange Theory, in which employees who perceive fair treatment, recognition, assistance, and organizational concern are more likely to reciprocate through stronger involvement in their work. Organizational support therefore functions not merely as an administrative resource but also as a relational signal that strengthens employees' sense of belonging and willingness to contribute.

Psychological well-being shows an even stronger positive relationship with work engagement, with a coefficient of 0.681 and a p-value below 0.001. Employees who demonstrate positive self-evaluation, constructive relationships, autonomy, environmental mastery, purpose in life, and personal growth are more likely to maintain energy, focus, and dedication in their work. The findings therefore position psychological well-being as an important internal resource that supports employees in managing work demands and maintaining sustained engagement.

The study further demonstrates that perceived organizational support significantly moderates the relationship between psychological well-being and work engagement. The positive interaction coefficient of 0.162 indicates that the positive relationship between psychological well-being and work engagement becomes stronger when employees perceive higher organizational support. This finding suggests that employees' psychological resources are more effectively translated into engagement when the organizational environment provides recognition, security, assistance, and appreciation.

Overall, the structural model explains 72.8% of the variance in work engagement and reports an SRMR value of 0.077, indicating an acceptable model fit based on the criterion used in the study. These findings emphasize that improving employee engagement requires an integrated approach that simultaneously strengthens psychological well-being and organizational support. However, the study is limited to one organizational context and a cross-sectional correlational design. Future studies may examine additional variables, employ longitudinal designs, and compare different organizational settings to clarify how psychological and organizational resources interact over time in shaping work engagement.

Research Novelty

The novelty of this study lies in integrating psychological well-being and perceived organizational support within a conditional model of work engagement, rather than examining both

variables solely as independent predictors. The study demonstrates that perceived organizational support not only contributes directly to work engagement but also functions as a contextual condition that strengthens the relationship between employees' psychological well-being and their engagement. This provides a more dynamic explanation of work engagement by showing that positive psychological resources do not operate independently from the organizational environment.

A further contribution is the identification of perceived organizational support as a boundary condition in the conversion of psychological well-being into work engagement. Employees may possess strong psychological resources, but the extent to which these resources are reflected in vigor, dedication, and absorption depends partly on whether the organization is perceived as supportive. The positive interaction effect therefore extends conventional models that treat employee well-being and organizational support as parallel antecedents by demonstrating their interactive relationship.

The study also provides an empirical contribution within the context of HWI Indonesia staff in Medan by showing that the structural model explains a substantial proportion of work engagement variance. Rather than attributing engagement solely to individual motivation or organizational practices, the findings support an integrated perspective in which internal psychological resources and external organizational support reinforce one another.

Research Implications

Theoretically, the findings reinforce Social Exchange Theory and positive organizational psychology by showing that work engagement emerges through the interaction of organizational and psychological resources. Perceived organizational support provides an external relational resource, whereas psychological well-being functions as an internal psychological resource. Their combined contribution suggests that models of work engagement should consider not only direct effects but also conditional relationships between employees and their organizational environment.

Managerially, organizations should strengthen employees' perceptions of support through fair treatment, recognition of contributions, responsive supervision, access to assistance, transparent communication, and concern for employee welfare. Such practices can directly strengthen work engagement while also creating conditions in which employees with good psychological well-being are better able to translate their positive psychological state into productive involvement, enthusiasm, and dedication.

From a human resource development perspective, organizations should combine organizational-support policies with programs that sustain psychological well-being. Employee development, supportive leadership, manageable work demands, opportunities for growth, and

psychologically safe communication can be designed as complementary interventions. Because the findings indicate a significant moderation effect, initiatives aimed solely at individual well-being may be less effective when employees do not perceive corresponding organizational support. An integrated employee well-being and support strategy is therefore more consistent with the structural relationships identified in this study.

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