

# The Role of perceived organizational support (POS)

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**Submission date:** 24-Mar-2023 03:30PM (UTC+0700)

**Submission ID:** 2045261539

**File name:** 33.\_The\_Role\_of\_perceived\_organizational\_support\_POS.pdf (202.11K)

**Word count:** 2471

**Character count:** 14214

# The Role of perceived organizational support (POS), organizational virtuousness (OV) on performance and employee well-being (EWB) of non-profit organizations in the post-pandemic period

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DOI: 10.47750/pnr.2022.13.508.236

## Abstract

The purpose of this study is to analyze the Effect of perceived organizational support (POS), organizational virtuousness (OV) on performance and employee well-being (EWB) of non-profit organizations in the post-pandemic period. This study uses quantitative research methods. The method of data collection is by using online questionnaires. The data analysis technique used is Structural Equation Modeling (SEM) to test and develop research hypotheses. The data in this study were processed using SmartPLS 5.0. The population in this study was a non-profit organization of 200 people. In this study, the researcher decided to use all of them. So that the sampling method used is a simple random sampling. Performance measurement is made based on indicators from respondents in this study were asked to fill in the agreement or not given with a Likert scale of seven points. A score of 7 is strongly agree and a value of 1 is strongly disagree. The results of this study indicate that perceived organizational support (POS) has a positive and significant effect on performance and employee well-being (EWB), organizational virtuousness (OV) has a positive and significant effect on performance and employee well-being (EWB). significant on performance and employee well-being (EWB) of non-profit organizations in the post-pandemic period

**Keywords:** perceived organizational support (POS), organizational virtuousness (OV), performance, employee well-being (EWB), non-profit organization, Post Pandemic.

## INTRODUCTION

Employee performance is defined as the organization's ability to perform skills (quality, efficiency and other related factors in the workplace). This is a very important and necessary factor because it includes the ability of each Worker to perform their duties. According to Aryanti et al. (2020); Pires et al. (2018)

Pradhan et al. (2022) Employee performance is very important for an organization because good performance means that organizational workers can produce good products or services, so that the organization can survive, compete, and develop to achieve goals. Employee performance can directly impact the performance of the organization. A recent review said that, there are factors that influence job performance namely physical, cognitive, and affective demands on individuals, work, organizations, and related social resources. The importance of performance does not only apply to organizations or organizations that refer to profit but also to non-profit organizations

According to Ogbonnaya et al. (2018); Pires et al. (2018) ; Pradhan et al. (2022) The existence of good performance in individuals, does not just appear. However, it can be driven by several things. One of them is welfare. Personality traits, working conditions and organizational characteristics have all been identified as important antecedents of workers' job performance. One of the personalities mentioned is employee well-being (EWB). Well-being of workers can be one of the keys to determining organizational effectiveness for the long term. High and low employee well-being depends on the sources that can influence it. One of them is perceived organizational support (POS). POS defines workers' perceptions related to the organization and their contribution and concern for their welfare. According to Kundi et al. (2020); Magnier et al. (2020); Pradhan et al. (2022) in their research stated that POS can be used as a predictor of well-being in workers. Not only organizational support that can affect the welfare and performance of workers. According to Magnier et al. (2020); Na-Nan et al. (2018); Nguyen et al.

(2021);Ogbonnaya et al. (2018);Pires et al. (2018) explains that one of the things that can create worker performance that meets organizational standards and worker welfare is Virtuousness or virtue that exists within the organization.

Organizational virtue or what can be called Organizational Virtuousness (OV) is associated with what individuals and organizations aspire to when they are at their best. Virtue has been defined with respect to the purpose of meaningful life, human exaltation, personal development, and leading to health, happiness, and resilience in situations of suffering . According to Aryanti et al. (2020);Cameron et al. (2004);Fogaca (2021) explains, organizational virtue (OV) affects worker performance. This shows that, workers will show higher performance if they feel that their organization or organization is trustworthy, caring and characterized by integrity and respect. workers tend to put more effort into their jobs if they respect and feel good about their organization. In addition, general organizational virtues will positively influence job performance related to individual self-management through two pathways. Directly and through positive well-being. This shows that organizational virtue affects an individual's ability to self-manage his work by increasing feelings of well-being in himself. This study aims to determine the effect of perceived organizational support (POS), organizational virtuousness (OV) on performance mediated by employee wellbeing (EWB). The purpose of this study is to analyze the Effect of perceived organizational support (POS), organizational virtuousness (OV) on performance and employee well-being (EWB) of non-profit organizations in the post-pandemic period

## Method

This study uses quantitative research method. The method of data collection is by using questionnaires, observations, and interviews as complementary data only. The data analysis technique used is Structural Equation Modeling (SEM) to test and develop research hypotheses. The data in this study were processed using SmartPLS 3.0. The population in this study was a non-profit organization of 200 people. In this study, the researcher decided to use all of them. So that the sampling method used is a simple random sampling. Measurement of perceived organizational support is based on indicators from this theory . Measurement of organizational virtuousness is made based on indicators from Cameron's theory. The measurement of employee well-being is made based on indicators from the Hati and Pradhan theory. Performance measurement is made based on indicators from Respondents in this study were asked to fill in the agreement or not given with a Likert scale of seven points. A score of 7 is strongly agree and a value of 1 is strongly disagree.

The hypotheses of this research are:

H1: Perceived organizational support (POS) has a positive and significant effect on performance

H2: Organizational virtuousness (OV) has a positive and significant effect on performance

H3: Perceived organizational support (POS ) has a positive and significant effect on employee well-being (EWB)

H4: Organizational virtuousness (OV) has a positive and significant effect on employee well-being (EWB)

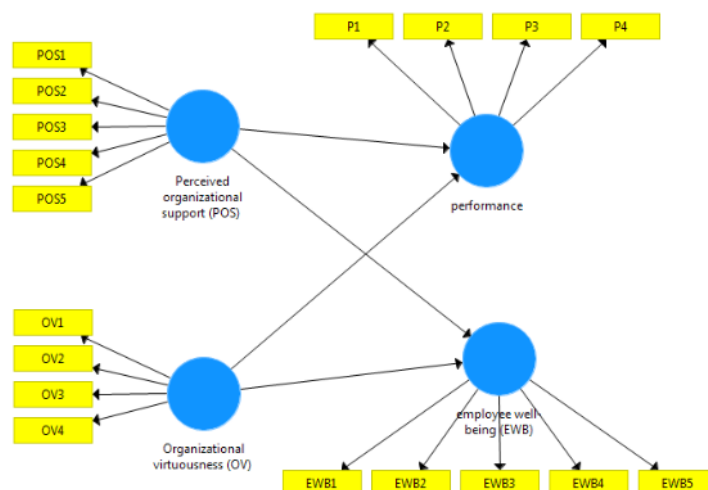


Fig 1. Research Model

## Result, discussion and Opinion

The hypothesis of this study was tested by analyzing the numbers on the estimated influence between variables in the model. Based on the table above, it can be seen that the value in the probability table is (p) 0.05. So, it can be said that the hypothesis proposed in this study is fully proven.

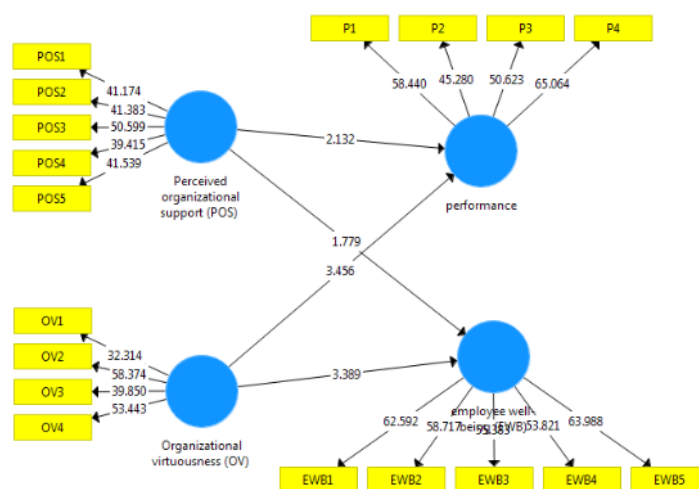


Fig 2. Hypothesis Testing Result

Table 1. Hypothesis Testing Result

	Original Sampl...	T Statistics ( O...	P Values
Organizational virtuousness (OV) -> employee well-being (EWB)	0.624	3.389	0.001
Organizational virtuousness (OV) -> performance	0.581	3.456	0.001
Perceived organizational support (POS) -> employee well-being (EWB)	0.336	1.779	0.076
Perceived organizational support (POS) -> performance	0.382	2.132	0.033

Perceived organizational support (POS ) and employee well-being (EWB)

The results of testing the POS variable with EWB resulted in an estimated value of 0.336 with t value of 1.779 and a probability of 0.076 >0.05. So, from these results it can be said that this research is not supported. Hypothesis that there is a positive relationship between POS and EWB in non-profit organizations is statistically not supported by empirical results.

Organizational virtuousness (OV) and employee well-being (EWB)

The OV variable with the EWB variable produces an estimated value of 0.3389 with t value of 3.389 and a probability of 0.001 (p) <0.05. From these results, it can be said that this research is statistically supported by empirical results. That is, the higher the virtue applied, the welfare in non-profit organizations.

Organizational virtuousness (OV) on performance

The OV variable and the performance variable produce an estimated value of 0.581 . With t value of 3.456 at a probability of 0.000 (p) <0.05. This explanation proves that this study is statistically supported by the empirical results.

Perceived organizational support (POS) on performance

The effect of POS on performance is 0.382. So, if you increase POS to improve performance, with t value of 2.132 and a probability of 0.033 (p) <0.05 So, if you increase OV with the intention of improving performance. Thus, these results indicate that the effect of POS is more dominant than OV. In one study, explaining that POS reflects workers' beliefs about the efforts of the organization for their welfare). According to Aryanti et al. (2020);Cameron et al. (2004); Ogbonnaya et al. (2018);Pires et al. (2018); Pradhan et al. (2022)POS has a relationship with affective reactions such as satisfaction and mood. This affective reaction is a form of response to well-being. From the results of the study, In one study, it was explained that organizational concern by providing many sources of support causes workers to feel comfortable and a feeling arises to keep working in the organization for a long time .

The results showed that there was significant positive relationship between POS and the performance of non-profit organizations. According to Aryanti et al. (2020);Cameron et al. (2004);Fogaca (2021);Kaur, Harleen et al. (2022);Kundi et al. (2020) Pradhan et al. (2022) explain POS makes a significant contribution to satisfaction and performance. When workers have a positive perception of the treatment they receive from the organization and their superiors, it will produce a feeling of a more satisfying work experience and lead to reciprocal behavior of workers towards the organization in a better direction. Likewise, the effect of EWB on performance was found to be significantly positive. This finding is in line with research, when workers who feel increased well-being are found to be good decision makers, have good social relationships, and have high levels of productivity. The welfare status of workers has a direct influence on work performance, employee work behavior, and work attendance. In the mediation results, it is seen that the role of POS is more dominant in influencing performance through EWB indirectly. This result is in line with research Nguyen et al. (2021);Ogbonnaya et al. (2018);Pires et al. (2018);Pradhan et al. (2022)that found support can improve performance and can be even better when welfare is also increased. So that welfare can play an important role in bridging support from organizations in improving performance. Happy and prosperous workers are those who share positive and productive emotions because they perform better at work. The workplace, working conditions, a motivating approach or an approach that focuses on the perceived reward system are the driving factors.



## Conclusion

Perceived organizational support (POS) has a positive and significant effect on performance and employee well-being (EWB), organizational virtuousness (OV) has a positive and significant effect on performance and employee well-being (EWB), significant on performance and employee well-being (EWB) of non-profit organizations in the post-pandemic period.

Based on the findings in this study can contribute to the field of human resource management. Especially in perceived organizational support (POS), organizational virtuousness (OV), employee well-being (EWB), and performance. Providing optimal support and meeting socio-emotional needs in non-profit organizations can increase non-profit organization's belief that the organization belongs to they work to care about the welfare of the people in it so that the output provided for the organization is in the form of maximum performance and in accordance with the standards set.

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