

## Perceived Organizational Support and Employee Well-Being: A Quantitative Study of Employees at CV. X, a Dairy Processing Company in Indonesia

Habela Gustin Robeta<sup>1</sup>, Sutarto Wijono<sup>2</sup>

Psychology Study Programme, Faculty of Psychology,

Universitas Kristen Satya Wacana, Indonesia<sup>1</sup>

Psychology Study Programme, Faculty of Psychology,

Universitas Kristen Satya Wacana, Indonesia<sup>2</sup>

E-mail: [iamhabela@gmail.com](mailto:iamhabela@gmail.com)<sup>1</sup>, [sutarto.wijono@uksw.edu](mailto:sutarto.wijono@uksw.edu)<sup>2</sup>

Correspondent Author: Sutarto Wijono, [sutarto.wijono@uksw.edu](mailto:sutarto.wijono@uksw.edu)

Doi: [10.31316/g-couns.v9i3.7739](https://doi.org/10.31316/g-couns.v9i3.7739)

### Abstrack

Digital transformation has increased job demands, making employee well-being a key organizational concern. This is particularly relevant for companies in the dairy industry, such as CV. X. POS is considered a crucial factor influencing well-being, yet previous research shows mixed results. This study examines the relationship between POS and employee well-being at CV. X. Using a quantitative approach with saturated sampling, the study involved 121 employees. The instruments used were the Perceived Organizational Support Survey (16 items,  $\alpha = 0.913$ ) and the Employee Well-Being Scale (18 items,  $\alpha = 0.905$ ). Data were analyzed using Pearson correlation with SPSS 24. The results showed a positive and significant relationship between POS and employee well-being ( $r = 0.889$ ;  $p < 0.05$ ). These findings highlight the importance of organisational support policies in improving employee well-being and suggest practical interventions for HR management.

**Keywords:** perceived organizational support, employee well-being, employee

### Abstrak

*Transformasi digital telah meningkatkan tuntutan pekerjaan, membuat kesejahteraan karyawan menjadi perhatian utama organisasi. Hal ini sangat relevan bagi perusahaan di industri susu, seperti CV. X. POS dianggap sebagai faktor penting yang mempengaruhi kesejahteraan, namun penelitian sebelumnya menunjukkan hasil yang beragam. Penelitian ini menguji hubungan antara POS dan kesejahteraan karyawan di CV. X. Menggunakan pendekatan kuantitatif dengan sampling jenuh, penelitian ini melibatkan 121 karyawan. Instrumen yang digunakan adalah Perceived Organizational Support Survey (16 item,  $\alpha = 0.913$ ) dan Employee Well-Being Scale (18 item,  $\alpha = 0.905$ ). Data dianalisis menggunakan korelasi Pearson dengan SPSS 24. Hasil penelitian menunjukkan hubungan yang positif dan signifikan antara POS dan kesejahteraan karyawan ( $r = 0,889$ ;  $p < 0,05$ ). Temuan ini menyoroti pentingnya kebijakan dukungan organisasi dalam meningkatkan kesejahteraan karyawan dan menyarankan intervensi praktis untuk manajemen SDM.*

**Keywords:** dukungan organisasi yang dirasakan, kesejahteraan karyawan, karyawan

### Article info

Received March 2025, accepted May 2025, published August 2025



## INTRODUCTION

In high-demand industries such as dairy production, employee well-being has emerged as a pivotal component of organizational sustainability. CV. X, a company specializing in processing fresh milk into pasteurized milk and yogurt, places significant reliance on the performance of its employees to achieve production targets and ensure the quality of its products. As operational demands increase, ensuring employee well-being becomes imperative for productivity and maintaining a healthy and motivated workforce.

Employee well-being has become an essential focus for organizations, as it represents a key aspect of individual life and contributes directly to organizational outcomes (Sumarno & Iqbal, 2022). Well-being in the workplace has been shown to encompass life satisfaction, psychological health, and job-related experiences (Zheng et al., 2015). The Indonesian Employment Act No. 13 of 2003 similarly underscores the significance of physical and mental health in enhancing work productivity. In the context of the dairy industry, where employees work under time pressure, in shifts, and physically demanding environments, organizational practices must be in place to support their well-being. Similarly, Wulandari and Wardani (2021) emphasized that employee well-being must be prioritized to enhance employee quality and human resources. Additionally, Harju et al. (2021) low employee well-being is linked to increased absenteeism, reflecting employees' vulnerability to various issues.

Many factors have been identified as contributing to improved well-being, including perceived organizational support (POS). POS is the extent to which employees believe their organization values their contributions and cares about their well-being (Caesens et al., 2017; Roemer & Harris, 2018). Prior studies have demonstrated that POS can enhance emotional resilience, reduce feelings of dehumanization, and improve overall job satisfaction. Similarly Kundi et al. (2021), and Kurtessis et al. (2017) emphasized that perceived organizational support significantly impacts both organizational outcomes and employee well-being. Additionally, Prahara (2019) perceived organizational support is crucial in shaping employee behaviour within an organization. However, the literature contains some inconsistencies. For instance, Ramadhani (2023) reported that POS did not significantly influence all well-being dimensions, suggesting that contextual factors such as industry type may play a role.

A notable methodological gap in previous research lies in the use of lengthy measurement tools. For instance, Anantha and Pratiwi (2022) employing a 42-item POS scale may be impractical in settings where employees have limited time. To address this limitation, the current study adopts the 16-item POS scale developed by Eisenberger et al. (2002), offering a more efficient approach without compromising reliability ( $\alpha = 0.913$ ). Additionally, this study employs the 18-item Employee Well-Being Scale developed by Zheng et al. (2015) and adapted by Rahmi et al. (2021), which captures three core dimensions of well-being and is well-suited for workplace research. This study is distinguished by its use of a saturated sampling technique, which involved canvassing the opinions of 121 employees at CV. X, thereby ensuring a more comprehensive representation of the population. By focusing on the context of the dairy industry and using a practical measurement approach, this study aims to fill a gap in the literature and offer insights applicable to organizations with similar operational challenges.

This study aims to examine the relationship between perceived organizational support and employee well-being at CV. X. The research offers novelty by utilizing a shortened, high-reliability POS scale and focusing on a high-pressure industrial context dairy production, which has received limited attention in previous studies. Based on prior



literature, we hypothesize that perceived organizational support positively correlates with employee well-being at CV. X.

## METHOD

This study utilizes a quantitative approach with a correlational design. The operational definitions employed here stipulate that employee well-being (Y) is conceptualized as a condition wherein employees are not only associated with their perspectives and sentiments concerning work and life satisfaction, but also their psychological experiences and degree of satisfaction with work and life (Zheng et al., 2015). Conversely, perceived organizational support (X) is the extent to which employees perceive the company to provide support, value their contributions, and prioritize their well-being in the work environment (Eisenberger et al., 2002).

The data collection process was executed at CV X, which is comprised of 121 permanent employees from a variety of divisions. Participants consisted of production staff (80%), administration (10%), and management (10%). The present study focuses on employees aged 21-55 years who have been employed for a minimum of one year. The data collection technique employed in this study was a non-probability sampling method, specifically saturated sampling. The study employed two measurement instruments: the Perceived Organizational Support Survey, which was developed by Eisenberger et al. (2002). This scale assesses three aspects: fairness, supervisor support, and organizational rewards and job conditions. The scale comprises 16 statement items, including 9 favourable items and 6 unfavourable items. The variable of employee well-being was measured using the Employee Well-Being Scale Zheng et al. (2015), which was adapted by Rahmi et al. (2021). This scale assesses three domains: life well-being, workplace well-being, and psychological well-being, comprising 18 favourable statement items.

The data collection procedure was executed methodically, commencing with interviews of 10 employees and administering questionnaires to 30 employees via Google Forms to ascertain the prevailing phenomenon. Subsequently, the validity and reliability of the instrument were examined to determine its appropriateness within the respondents' context. Following the validation and reliability assessment, a four-alternative Likert-based scale was used, with 4 points representing strongly agree and decreasing to 1 for strongly disagree. The instrument was disseminated online through Google Forms and WhatsApp to all CV employees. X.

The reliability of the measuring instruments was assessed by conducting a test using the Cronbach Alpha technique with the assistance of IBM SPSS Statistics 24 for Windows. According to Azwar (2012), reliability is deemed adequate if the reliability coefficient approaches 1, thereby affirming the instrument's reliability. The perceived organizational support scale comprised 16 items and demonstrated high internal consistency ( $\alpha = 0.913$ ) with a validity coefficient range of 0.495 to 0.843. This shortened scale was selected for its practicality and suitability for busy employees. The employee well-being scale also showed strong reliability ( $\alpha = 0.905$ ) with a validity coefficient range of 0.492 to 0.819, indicating it effectively captured the intended construct without imposing too much burden on participants.

The subsequent analysis of the scale data will entail the implementation of a data normality test, leveraging the Kolmogorov-Smirnov method. This approach is designed to assess the distribution of sample data in the context of the anticipated normal distribution. Subsequently, a linearity test employing the one-way ANOVA method was conducted to ascertain significant differences between the means of two or more



independent groups. A hypothesis test utilizing Pearson’s Product-Moment correlation test was then performed to determine the relationship between perceived organizational support and employee well-being. Given the self-report nature of the data collection, potential biases such as social desirability may be present. Future research could mitigate this by including assessments from supervisors or other sources.

## RESULT AND DISCUSSION

### Demographic Characteristics and Descriptive Statistics

The present study presents a combined overview of respondents’ demographic characteristics and descriptive statistics of the research variables, as summarized in Table 3.1. The demographic data from 121 respondents indicates a predominance of males, with 117 respondents (97%) identifying as male. The respondents’ age range is from 21 to 55 years. The majority of respondents in this study were in the age range of 21-32 years, constituting 58% of the total sample. Furthermore, the majority of respondents in this study have been in their positions for over six years, with 101 (83%) respondents falling into this category. Additionally, most respondents have a high school education or below, with 88 (73%) respondents receiving a high school diploma or equivalent.

Table 3.1 also includes descriptive statistics for the study variables. The minimum score on the perceived organizational support variable is 34, and the maximum score is 57. The mean value of this variable is 46.34, with a standard deviation of 4.672. Conversely, the employee well-being variable has a minimum score of 31 and a maximum score of 65. The mean value for this variable is 52.20, and the standard deviation is 5.786.

**Table 1.**

Demographic Characteristics and Descriptive Statistics

Variable	Category	Frequency	Percentage	Min.	Max.	Mean	SD
Gender	Male	117	97%				
	Female	4	3%				
Age	21-32	58	48%				
	33-44	35	29%				
	45-55	28	23%				
Education	Junior High School	19	16%				
	High School	88	73%%				
	Diploma	4	3%				
	Bachelor’s degree	10	8%				
The Duration of Employment	1-3 years	14	12%				
	3-6 years	6	5%				
	>6 years	101	83%				
Perceived Organizational Support (POS)				34	31	46.34	4.672
Employee Well-Being (EWB)				57	65	52.20	5.786

Note. SD = Standard Deviation



The processed data resulted in the division of respondent group categories based on the level of employee well-being, which is presented in Table 2. As the table indicates, 88 (73%) respondents have moderate employee well-being.

**Table 2.**

Categorization of Employee Well-Being

Interval	Category	Frequency	Percentage
$X < 46$	Low	10	8%
$46 \leq X < 58$	Moderate	88	73%
$58 \leq X$	High	23	19%
<b>Total</b>		<b>121</b>	<b>100%</b>

Table 3 presents the distribution of respondent group categories based on data regarding perceived organizational support levels. Most respondents exhibited moderate levels of perceived organizational support, with 82 (68%) demonstrating this category.

**Table 3.**

Categorization of Perceived Organizational Support

Interval	Category	Frequency	Percentage
$X < 42$	Low	17	14%
$42 \leq X < 51$	Moderate	82	68%
$51 \leq X$	High	22	18%
<b>Total</b>		<b>121</b>	<b>100%</b>

**Normality Test**

As illustrated in Table 4, the test employs the One-Sample Kolmogorov-Smirnov method. The data from the normality test results show the significance value of the two variables, perceived organizational support and employee well-being, which is 0.200 ( $p > 0.05$ ). Consequently, it can be concluded that the two variables are normally distributed, as the coefficient value exceeds 0.05.

**Table 4.**

One Sample Kolmogorov-Smirnov Test

Variable	Statistic	Sig.	Description
Perceived Organizational Support	0.066	0.200	Normal
Employee Well-Being	0.071	0.200	Normal

**Linearity Test**

The findings of the linearity test, as presented in Table 5, reveal a statistically insignificant correlation ( $p > 0.05$ ), with an F count of 1.416 and a significance value of 0.137. This outcome substantiates the hypothesis that the relationship between perceived organizational support and employee well-being is linear.

**Table 5.**

Linearity

	F	Sig.	Description
Deviation from Linearity	1.416	0.137	Linear



### Hypothesis Test

The results of the correlation test calculation using Pearson Correlation in Table 6 indicate a correlation coefficient value of 0.889 with a significant value of 0.000 ( $p < 0.05$ ). This finding suggests a substantial positive relationship between perceived organizational support and employee well-being.

**Table 6.**  
Correlation

	Pearson's r	( $p < 0.05$ )
Perceived Organizational Support – Employee Well-Being	0.889	0.000

The present study examines the hypothesis that there is a positive and significant relationship between perceived organizational support and employee well-being. The correlation coefficient  $r = 0.889$ ,  $p < 0.05$ , indicates a strong relationship between the two variables. The present study demonstrates a positive and significant relationship between perceived organizational support and employee well-being. This indicates that as the perceived organizational support for employee well-being increases, the level of employee well-being at CV rises. Conversely, a decline in perceived organizational support corresponds to a decline in employee well-being at CV. Consequently, the findings of this study provide a robust foundation for understanding the dynamics between perceived organizational support and employee well-being within the context of CV.

A considerable body of research has identified a robust and positive correlation between perceived organizational support and employee well-being. Firstly, a subset of employees perceives organizational support as a catalyst for heightened feelings of value and engagement in their work, which, in turn, fosters enhanced employee well-being. The findings corroborate this assertion Niza and Putra (2024), which demonstrate a substantial and positive correlation between perceived organizational support and employee well-being. This is because perceived organizational support enhances employees' sense of being valued, fosters psychological security, and promotes their involvement in work, consequently elevating their overall well-being. Secondly, the concept of employees experiencing enhanced well-being through organizational support has been posited. This theory suggests that when employees receive perceived organizational support, it fosters a supportive environment, thereby enhancing their physical, emotional, and social well-being, which in turn contributes to improving their overall well-being. This assertion aligns with the research Fadhillah et al. (2023), which posits a significant relationship between perceived organizational support and employee well-being. Companies prioritizing perceived organizational support are likely to enhance employee well-being, as evidenced by their commitment and support for their physical and mental well-being.

The present study sought to ascertain the factors contributing to improved employee well-being. A comprehensive review of the existing literature and subsequent analysis of the available data determined that perceived organizational support plays a significant role in this regard. The effective contribution of perceived organizational support to employee well-being is 0.790 (79%). This finding indicates that the variable of perceived organizational support contributes to employee well-being by 79%. This phenomenon can be attributed to employees' openness to perceived organizational support, which, when present, has been shown to positively impact employee well-being.



Prior research further substantiates this assertion Audiana (2022), which corroborates the positive and significant relationship between perceived organizational support and employee well-being. The present study lends further credence to the notion that perceived organizational support can enhance employee well-being. The findings of prior studies by Hilfina and Putra (2023) also demonstrate that perceived organizational support exerts a positive and significant influence on employee well-being.

This study's results suggest a positive correlation between employee well-being and implementing perceived organizational support within the company. The finding substantiates this assertion that 83% of respondents exhibited a satisfactory level of employee well-being. Furthermore, 73% of respondents provided satisfactory responses concerning the company's perceived organizational support level. The findings of this study demonstrate that the implementation of perceived organizational support within the company significantly contributes to the enhancement of employee well-being. The findings of this study corroborate the earlier research conducted by Mangku et al. (2023), which posits that perceived organizational support functions as a facilitating factor for enhancing employee well-being, exhibiting a significant positive relationship between the two. The findings of this study demonstrate that the implementation of perceived organizational support plays a pivotal role in enhancing employee well-being, thereby addressing employees' needs and fostering mutually supportive working relationships within the organization.

The findings of this study can answer the proposed problem formulation and also support the findings of previous studies. The strong correlation ( $r = 0.889$ ) is in line with Caesens et al. (2017) what was confirmed by others, who confirmed that perceived organizational support reduces dehumanisation. Unlike Ramadhani (2023) our study, which found perceived organizational support to significantly impact all dimensions of well-being, possibly due to industry differences.

These findings carry practical implications for organizational practices. A potential course of action would be to train supervisors to show greater support, which may improve employee well-being, especially in high-stress roles such as production. Nevertheless, this research is not without its limitations. A notable constraint encountered by researchers during the data collection process pertained to the demanding schedules of company employees, necessitated by the need to meet market demands. This hindrance led to challenges in the collection of optimal data. To address these challenges, it is recommended that researchers consider prolonging the administration period of the questionnaire. This adjustment is expected to enhance the likelihood of achieving the targeted number of respondents, thereby ensuring the study's internal validity.

## CONCLUSION

The present study successfully demonstrated a significant positive relationship between perceived organizational support and employee well-being at CV. The correlation test results indicate that the higher the level of perceived organizational support received by employees, the higher the level of employee well-being. Conversely, a decline in perceived organizational support corresponds to decreased employee well-being. This finding aligns with the researcher's initial hypothesis and corroborates the findings of previous studies that identified perceived organizational support factors as a crucial driver of employee well-being.

The results of the present study offer several implications for both theoretical and practical purposes. From a theoretical perspective, the findings of this investigation



contribute to the development of Industrial Psychology, especially in understanding the relationship between perceived organizational support and employee well-being. These results also add to the existing literature on the subject. Consequently, these findings can serve as a reference for company management in designing policies and strategies that support employees, thereby improving their well-being in the work environment.

The management of CV. X management can improve well-being through employee recognition programmes and psychological support. However, these findings are limited to the dairy industry and a male-dominant sample; further research should cover other sectors and more diverse genders.

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