

HOW ORGANIZATIONAL SUPPORT SHAPES EMPLOYEE WELL-BEING: THE MEDIATING EFFECT OF WORK ENGAGEMENT IN THE NATIONAL PARLIAMENT OF TIMOR-LESTE

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ABSTRACT

This study analyzed the impact of Perceived Organizational Support and Work Engagement on employee well-being. This survey was conducted in the National Parliament of Timor Leste, covering all 118 employees as a sample for the survey. Data collection was obtained through questionnaires and interviews. The analysis techniques used were descriptive statistical analysis and inferential statistical analysis. Data were analyzed using SEM (Structural Equation Modeling) with Partial Least Square (PLS) approach. The results show that Perceived Organizational Support (POS) has a positive but insignificant effect directly on employee well-being, and work engagement has a positive and significant effect on employee well-being. Complementary work engagement partially mediates the effect of Perceived Organizational support on employee well-being. This research recommends to the Secretariat of the National Parliament to pay more attention to the welfare of employees so that employees can feel that the organization values their contribution and cares about their well-being. This is important because employees' involvement in daily work can greatly affect their well-being.

KEYWORDS: Perceived Organizational Support; Work engagement and Employee Wellbeing.

I. INTRODUCTION

Employee well-being in general can be described as a state in which employees feel comfortable, healthy and happy. Some scholars explain well-being as a subjective state that describes an employee in the workplace that can be influenced by various things (Rizky & Sadida, 2019). Employee well-being is a personal description that describes happiness, a balance between positive emotions, negative emotions, and global evaluations as well as one's overall life at work (Wright & Cropanzano, 2000). Employee well-being is also the overall quality of how an employee experiences various jobs and functions in the workplace (Marin & Bonavia, 2021).

There are many factors that affect employee well-being. One important factor is Perceived Organizational Support (POS). Many studies have shown that POS has a significant effect on well-being. Various problems that employees face in the workplace can be overcome with the presence of organizations to provide support. Organizational employee support can improve employee well-being and enhance work engagement for the organization and make employees better perform (Ogbonnaya et al., 2018). POS is important to support organizational performance outcomes in order to improve employee well-being (Kurtessis et al, 2017). A high POS indicates that employees receive help when needed, and this makes employees more confident and can result in happiness and well-being (Eisenberger and Stinglhamber, 2011).

Another factor that affects well-being is employee work engagement. When an organization has employees with good work engagement, they will get many benefits and make the organization more advanced and developed (Iswanto & Agustina, 2016).

The results of initial observation through interviews with ten officials in the secretariat of the National Parliament of Timor-Leste, showed that officials do not feel-good well-being because the income they receive, does not guarantee a sense of security in their lives with their families, not enough to meet the needs of their families. In addition, many employees take bank loans to build good houses

and start small businesses to stabilize family welfare. On the other hand, some employees ask for unpaid leave, to work elsewhere to improve their lives. This situation shows that the welfare of civil servants has not received maximum attention from the National Parliament.

Based on this preliminary information, this research was conducted at the office of the Secretariat General of the National Parliament of Timor-Leste, with the objective to discover in detail the impact of Perceived Organizational Support and work engagement on the well-being of employees of the National Parliament of Timor-Leste.

II. LITERATURE REVIEW

2.1. Perceived Organizational Support (POS)

2.1.1. Definition of POS

Rhoades & Eisenberger (1986) introduced Organizational Support Theory (OST), which states that employees form a global belief about the extent to which their organization values their contributions and cares about their well-being.

From the above explanation, it can be concluded that organizational support that we receive (POS) is a form of attitude or treatment that the organization gives to employees. This is a response to the stimulus from the employees, and this response means the organization's appreciation of the employees' contribution, as well as concern for the welfare of the employees. The organization's appreciation of its employees indicates that, the organization provides support to its members.

Another scholar stated that Perceived Organizational Support (POS) is the employee's belief that the organization values his contributions and cares about his well-being. This includes the recognition of the contributions of HR employees and their working conditions, such as rewards, salary, promotion, job security, autonomy and training (Colakoglu, Culha and Atay in Waileruny, 2014). Perceived Organizational Support (POS) is the degree to which employees believe their contributions and well-being are valued by the organization (Robbins and Judge, 2008). POS is linked to positive employee behaviors and outcomes such as commitment and citizenship behavior (Wayne et al. 2002). Both organizational support and organizational identity are concepts derived from social exchange theory and social identity theory and they are closely related to organizational performance (Sluss, Klimchak and Holmes, 2008).

2.1.2. Measurement of Perceived Organizational Support (POS)

Rhoades and Eisenberger's (1986) theory come up with three important measures namely fairness principles, rewards and working conditions, and supervisory support.

a) Justice: that gives to a person, something that is his right. When there is a fair treatment by an organization to its employees, it is an indication that the organization really cares about its employees.

b) Remuneration and working conditions: means what an employee receives as a result of the work and working conditions of the organization, whose conditions or circumstances come from the working environment of the employee. Rewards and working conditions vary, namely recognition, salary, promotion, job security, autonomy, role stressors, training and organizational size.

c) Supervisory support: is the involvement of the superior in directing and evaluating the performance of subordinates. The supervisor acts as agents in the organization. Employees' perceptions of supervisor support are an indication of organizational support. Employees also develop an overview of the extent to which supervisors value contributions and care about the well-being of subordinates.

2.2. Work Engagement

2.2.1. Definition of Work Engagement

Work engagement is motivation and positive thinking related to work (Conte et al., 2019). Work engagement is also seen as a highly valued employee quality in the workplace (Robijn et al., 2020). Employees with work engagement will be fully engaged in their work, so they will have tremendous responsibility for their work (Perangin-Angin et al., 2020).

Employees with work engagement will involve themselves for the best interest of the organization (Shamaa et al., 2015). Work engagement is one of the most significant drivers of positive work performance, it is related to the psychological state comprising the physical, emotional and cognitive behavioral aspects of work (Toth Kiraly et al, 2020).

Based on the presented description, it can be said that work engagement is the center of motivation and positive thinking of an employee to provide better spirit, enthusiasm and dedication towards his organization.

2.2.2. *Measurement of Work Engagement*

Schaufeli et al., (2019) stated that work engagement can be measured based on three dimensions, namely enthusiasm (vigour), dedication (dedication), and absorption (absorption):

- a) Vigor (Vigor) is the employee's engagement towards work which is characterized by a high level of energy and mindset in performing the job.
- b) Dedication is the employee's involvement in work that is characterized by a sense of pride and enthusiasm to perform work.
- c)) Absorption is the employee's involvement in work that is characterized by difficulty in getting away from work.

2.3. *Employee Wellbeing*

2.3.1. *Definition of Wellbeing*

According to the existing literature, well-being is a multidimensional concept, which has been conceptualized in various perspectives. From a philosophical perspective, well-being can be hedonic, which is related to satisfaction and impact of life or eudaimonic, which is related to meaning, purpose and growth. The contextual dimension of well-being entails understandings such as employee or worker well-being (Lent, 2004). Employee well-being can be viewed as the overall experience and functioning of employees in the workplace involving dimensions of psychological, physical, and social well-being (Grant., 2007).

Employee well-being is based on the definition of mental health, that is, employee well-being is a combination of life well-being, workplace well-being, and psychological well-being (Zheng et al., 2015). Employee well-being is also a subjective state that describes an employee at their workplace and is influenced by the work environment (Rizky & Sadida, 2019).

Employee well-being is a state in which employees are happy working for a company. Happiness was assessed based on their thoughts, feelings, and perceptions about their work and their company. What matters about employee well-being is how much employees believe the company's senior leaders truly care about their well-being (Marwan, 2018).

2.3.2. *Measurement of Well-being*

Rath & Harter (2010) identified five key elements as the indicator to measure well-being and these are: Engagement, Positive Relationships, Financial Security, Physical Health and Purpose. These elements form the basis of a prosperous and meaningful life. The following is a more detailed explanation of the five indicators:

- a) Engagement: Refers to how engaged a person is in the activities they do, feel connected, and enjoy their work or daily activities.
- b) Positive Relationships: Emphasize the importance of having strong and positive relationships with others, including family, friends, and colleagues.

- c) Financial Security: includes a sense of financial security and stability, which allows a person to meet his or her basic needs and have financial freedom.
- d) Physical Health: Highlight the importance of maintaining physical health, including regular exercise, a healthy diet, and adequate rest
- e) Purpose: relates to having a clear and meaningful purpose in life, and feeling that their life has direction and meaning.

III. METHODOLOGY

This research adopts a mixed method, but mostly dominated by quantitative, qualitative information to support the discussion of the results of quantitative data.

A total of 118 permanent employees were sampled for this research. Primary data were obtained from questionnaires and interviews with permanent staff in the National Parliament. Secondary data are reports, and the number of employees taken from the Human Resources Department of the National Parliament of Timor-Leste.

Data from the questionnaire used descriptive and inferential analysis techniques using SmartPLS to test validity and reliability and hypothesis testing.

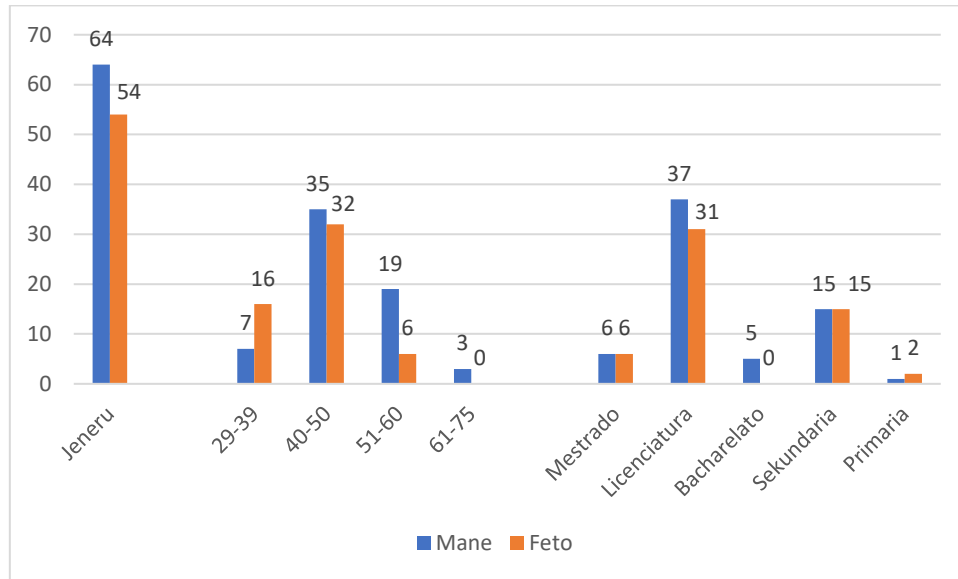
IV. RESULTS

4.1. Respondent Profile

Based on table 4.1. the number of male respondents amounting to 65 (54.2%) is slightly higher compared to the number of female respondents which is only 54 (45.8%). This indicates that the composition of officials in the National Parliament is mostly men, although the difference in proportion is not significant.

In terms of age group, the majority is also male, the only exception is the age group 29-39, where women have 16 more than males who have only 7. Data also shows that most respondents are in the age group 40-50, which means that officials are already in the mature career stage and have considerable work experience in the institution of Parliament. The age group 51-60 is the second group with the most men, with 19 men and 6 women. Employees aged 61-75 are the minority, they have only 3 men and no women.

4.1. Respondents based on Gender, Age and Education



Based on the level of education, the majority of respondents at the level of education Bachelor's degree 68 people, still more men 37 compared to women only 31 and 5 men at bachelor's level and no women. Master's and Secondary education levels have the same number of women and men, Master's degree has 6 and Secondary has 15. At the primary level there are more women than men, there are 2 women and 1 man only. This indicates that staff in the National Parliament have a relatively high level of education, and have a good understanding of the organization's policies and working systems.

4.2. Descriptive of Research Variables

This analysis described respondents' perceptions of the research variables through mean values (Mean), standard deviations, and respondent rating categories for each construct.

Table 4.2. Descriptive Statistics

Name	Mean	Median	Scale min	Scale max	Observed min	Observed max	Std	Excess kurtosis	Skewness
POS1	4.110	4.000	2.000	5.000	2.000	5.000	0.745	0.074	-0.556
POS2	3.500	4.000	1.000	5.000	1.000	5.000	0.918	-0.213	-0.233
POS3	3.441	4.000	1.000	5.000	1.000	5.000	1.070	-0.524	-0.327
POS4	3.881	4.000	1.000	5.000	1.000	5.000	0.794	0.775	-0.607
POS5	3.839	4.000	1.000	5.000	1.000	5.000	0.873	0.833	-0.762
POS6	3.788	4.000	1.000	5.000	1.000	5.000	0.946	-0.207	-0.594
POS7	3.432	3.000	1.000	5.000	1.000	5.000	0.996	0.315	-0.489
WE1	4.212	4.000	2.000	5.000	2.000	5.000	0.735	0.989	-0.879
WE2	3.932	4.000	2.000	5.000	2.000	5.000	0.733	-0.182	-0.284
WE3	4.288	4.000	1.000	5.000	1.000	5.000	0.749	2.815	-1.267
WE4	4.008	4.000	2.000	5.000	2.000	5.000	0.818	-0.797	-0.298
BE1	4.475	5.000	2.000	5.000	2.000	5.000	0.647	0.846	-1.044
BE2	3.898	4.000	1.000	5.000	1.000	5.000	0.924	0.380	-0.708
BE3	4.085	4.000	1.000	5.000	1.000	5.000	0.754	2.104	-0.983
BE4	3.958	4.000	1.000	5.000	1.000	5.000	0.887	0.983	-0.876

Based on the results in Table 4.2, it can be concluded that in general all indicators show a mean value above 3.40, which indicates that respondents give a positive evaluation to all statements in the questionnaire.

Variable Perceived Organizational Support (POS)

Mean POS indicator scores ranged from 3.43 to 4.11, with a median of 4.00. This indicates that employees in the National Parliament agree that "the organization values the contribution of employees" (POS1), which received the highest score (mean = 4.11). Fully negative skewness values indicate that the data distribution is skewed to the right, or that most respondents gave high responses. Kurtosis values relatively close to zero indicate that the data distribution is close to normal. Mean POS indicator scores ranged from 3.43 to 4.11, with a median of 4.00. This indicates that employees in the National Parliament agree that "the organization values the contribution of employees" (POS1), which received the highest score (mean = 4.11). Fully negative skewness values indicate that the data distribution is skewed to the right, or that most respondents gave high responses. Kurtosis values relatively close to zero indicate that the data distribution is close to normal.

Variable Work Engagement (WE)

The four WE indicators have a mean score between 3.93 and 4.29, with a low standard deviation (0.73-0.82) which means employees Agree that they feel involved in their workplace. This is slightly lower (mean = 3.93), which indicates that most respondents tend to answer high, which indicates a strong level of work engagement among employees.

Variable Employee Well-Being (BE)

The mean score of the BE indicator ranges from 3.90 to 4.48, indicating employees agree that they are well-off as employees. The BE1 indicator ("I feel happy at work") has the highest mean score (mean = 4.48), with a median of 5.00, indicating that employees agree and are satisfied. emotional well-being. The negative skewness confirms that most of the respondents rate their well-being at work highly.

Overall, the skewness and kurtosis values of all indicators were within acceptable limits (between -2 and +2 according to Kline, 2011), so the data distribution was considered normal and met the basic assumptions for further analysis using PLS-SEM.

4.3. Constructing Reliability Testing

The results of the reliability test showed that all the constructs in the model, perceived organizational support (POS), Work Engagement (WE), and Well-being (BE) had Cronbach’s Alpha, rho_A, and Composite Reliability (CR) values above the threshold of 0.70 recommended by Hair et al. (2021).

Tabel 4.3. Table 4.3. Constructing Reliability Test Results

Construct	Cronbach’s Alpha	rho_A	Composite Reliability	T-Statistic	P-Value	Criteria
BE	0.965	0.967	0.975	212.870	0.000	Reliabel
POS	0.983	0.983	0.986	487.323	0.000	Reliabel
WE	0.957	0.957	0.969	199.623	0.000	Reliabel

According to Hair et al. (2019), Cronbach’s Alpha and Composite Reliability values ≥ 0.70 indicate good reliability, and values ≥ 0.90 indicate very high reliability. Thus, all constructs in this model have very high reliability and can be trusted to explain the latent variables they represent.

4.4. Convergent Validity Test (Outer Loadings and AVE)

Convergent validity was assessed through two criteria, namely an outer loading value ≥ 0.70 and an Average Variance Extracted (AVE) value ≥ 0.50 (Fornell & Larcker, 1981).

Table 4.4 Results of Outer Loadings Test

Construct	Indicator	Loading	T-Statistic	P-Value	Criteria
BE	BE1	0.898	42.426	0.000	Valid
	BE2	0.980	255.263	0.000	Valid
	BE3	0.950	93.726	0.000	Valid
	BE4	0.978	209.260	0.000	Valid
POS	POS1	0.926	74.910	0.000	Valid
	POS2	0.952	116.396	0.000	Valid
	POS3	0.967	196.923	0.000	Valid
	POS4	0.951	115.883	0.000	Valid
	POS5	0.959	144.883	0.000	Valid
	POS6	0.961	158.093	0.000	Valid
	POS7	0.949	107.227	0.000	Valid
WE	WE1	0.949	95.939	0.000	Valid
	WE2	0.925	68.443	0.000	Valid
	WE3	0.935	77.847	0.000	Valid
	WE4	0.954	146.058	0.000	Valid

All outer loadings were higher than 0.70 and significant at $p < 0.05$. This indicates that each indicator significantly contributes to its respective construct, meeting the requirements for convergent validity (Chin, 1998; Hair et al., 2021).

4.5. Direct and Indirect Influence

Table 4.5. Direct Effect Test Results (Bootstrapping)

The Relationship Path	Koefisien (β)	T-Statistic	P-Value	Discretion
POS \rightarrow WE	0.971	211.476	0.000	Significant
WE \rightarrow BE	0.472	4.296	0.000	Significant
POS \rightarrow BE	0.507	1.888	0.059	Not significant

The results of the analysis showed that:

1. Perceived Organizational Support (POS) has a positive and significant effect on Work Engagement (WE)
2. Work Engagement (WE) has a positive and significant effect on Well-being
3. However, the direct effect of POS on Well-being (WE) is not significant

Table 4.6. Indirect Effect Test Results

The Mediation Path	Koefisien Indirect	T-Statistic	P-Value	Discretion
POS \rightarrow WE \rightarrow BE	0.458	4.277	0.000	Significant

The results showed that Work Engagement (WE) mediated the relationship between Perceived Organizational Support (POS) and Well-being (WE) with a significant positive effect. Thus, work engagement acts as a full mediator, as the direct effect of POS \rightarrow BE is not significant, but the indirect effect is significant.

Table 4.7. Total Effect Test Results

The relationship	Koefisien Total	T-Statistic	P-Value	Discretion
POS → BE	0.965	165.124	0.000	Significant
POS → WE	0.971	211.476	0.000	Significant
WE → BE	0.472	4.296	0.000	Significant

But when the total effect test is done, it shows that all the variables in Table 4.7. in a meaningful relationship. This means that good organizational support encourages high work engagement and ultimately improves employee well-being. These results support the theoretical model that employee well-being is the result of a combination of organizational support and employee engagement (Bakker & Demerouti, 2017).

5.6. Discussion Results

5.6.1 The Influence of POS on Well-Being

The test results show that perceived Organizational Support (POS) has a positive and significant effect on Well-Being (WEL). This means that the higher the perceived Organizational Support (POS), the higher the employee well-being.

This result shows that National Parliament staff believe that the organization values their contributions and cares about their well-being. This includes recognition of employee contributions and their working conditions, such as rewards, pay, promotion, job security, autonomy and training. The results of the interview with Informant 01 stated that

I am concerned about the lack of balance between work and personal life at times, laws attribute rights but not full rights, because we cannot enjoy rights such as vacation because of fear of collecting subsidies, this situation is also a concern. There are some efforts by the National Parliament to take care of the welfare of employees, but it has not reached the ideal level.

The results of this research are in line with the previous study by Anantha and Pratiwi (2022) whose research results showed that POS and Employee Well-Being have a significant and positive relationship, which means that the higher the POS, the higher the Employee Well-Being. Similarly, Fadhillah, Rahmi and Febriani (2023) in their research with research results showed that Perceived organizational support contributes greatly to the welfare of employees in Bank Aceh Syariah.

5.6.2 The Influence of POS on Work Engagement

The result also shows that POS has a very strong influence on Work Engagement. This demonstrate that National Parliament employees recognize Work Engagement as a center of motivation and positive thinking related to work. Work engagement is seen as a highly valued employee quality in the workplace.

During the interview, some informants also shared their thoughts as follows. Informant 02, stated that:

I am satisfied to serve as an employee in the General Secretariat of the National Parliament because as a Parliamentary employee, I have the opportunity to provide technical services directly to 65 deputies to carry out their competencies given by the Constitution of the RDTL: legislative, oversight and decision-making.

In addition, informant 01 also said that:

I want to say that I am very proud to work in the National Parliament, but I believe that this institution can be improved if it pays attention to the needs of its employees. Employees who are happy and feel valued will work with greater dedication, and this will benefit the PN and the nation of the RDTL. Investing in people is investing in the future of the institution.

Meanwhile, informant 03 said:

Optimization of human resources, ignores the principles of management that theoretically experts teach, (the right man on the right job / place), especially in the recruitment of management positions and leaders because party political influence ignores formal requirements for each position required by law, remove inexperienced people to remove people. This creates an unhealthy working environment in workplaces etc.

This result is consistent with the previous study by Taneu and Sari (2023) whose results that POS has a positive and very significant influence on work engagement. Similarly, with the study of Chairun and Andriyani (2025) which showed a significant and positive relationship between POS and work engagement. This means that an increase in POS will be followed by an increase in work engagement. Conversely, a decrease in perceived organizational support directly reduces work engagement.

5.6.3 The Influence of Work Engagement on Well-Being

The results of the analysis showed that work engagement had a significant positive effect on well-being. This indicates that National Parliament staff feel that those who are actively and enthusiastically involved in their work will have a higher level of well-being. In an interview with informant 02 stated that:

Sometimes (not always) there is a general meeting with the PN Leader and the Secretariat, which serves as a space to express concerns related to the development and welfare of employees. Although irregular, these meetings make sense to promote open communication that can raise concerns.

In previous research by Mutiah, Nila and Rahmat (2025) also support the results of this research. Their research results showed a significant influence of work engagement and social support on the subjective well-being of private sector employees, contributing 58.6%. The results of the minor hypothesis test indicated that vigor, dedication, absorption, attachment, social integration, reliable alliance, orientation, and opportunity for nurturing significantly influenced employee subjective well-being. Sitorus & Primanita (2024) also in their research with results that indicate a positive and significant relationship between employee well-being and work engagement in government employees.

5.6.4 Mediating Effects of Work Engagement

The bootstrapping results showed that Work Engagement could mediate the relationship between POS and Well-Being. This means that Perceived Organizational Support (POS) improves employee well-being not directly but rather through increased work engagement. According to informant 02:

As a parliamentary official, I have received various benefits, such as good career development, good remuneration, various opportunities for development and training at home and abroad, there are various opportunities to participate in meetings in the country, as well as abroad, I have

very good relations with officials, colleagues Secretariat General, as well as members of Parliament.

Previous research by Angkasa no Jeffrey (2025) on "The Effect of Perceived Organizational Support on Job Hopping Intention with Work Engagement as Mediator in Zoomer Generation Employees in Medan City" showed the finding that work engagement mediates the relationship between Perceived Organizational Support and turnover intention. Overall, previous research has consistently shown that employees perceived support from the organization can increase their workplace engagement will have a positive impact on their overall well-being.

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