# Perceived Organizational Support, Well-being and Work Engagement of Working Mother during Covid-19 Pandemic

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Abstract: The study aims to study the model of perceived organizational support on work engagement mediated by the well-being of working mothers during the covid-19 pandemic. The study approach is a cross-sectional method. The data dissemination was spread online. The research respondents were mothers who worked as government employees, totaling 83 people. Data analysis was analyzed by modeling structural equations with SmartPLS v.3.3.3 software. The study shows a significant direct effect of perceived organizational support on well-being and perceived organizational support on job involvement. However, well-being as a mediator between perceived organizational support and work involvement of working mothers was not proven. Based on the path coefficient, it can be concluded that perceived organizational support has a more substantial effect on well-being than work engagement. This study shows that organizations must enhance the organizational support perceived by their employees because it can affect their well-being and work engagement.

## 1 INTRODUCTION

The COVID-19 pandemic which was discovered in Wuhan, China, At the end of 2019, suddenly spread so indulgent that it tremendously changed the face of the world. So many things have altered, including the work environment. The spread of the virus was so massive that the world must adjust rapidly to cope with it. Many people died from the virus, so there were restrictions and health protocols to deal with the rapid transmission. Many things have been done to reduce the transmission of this virus throughout the world, including in Indonesia.

When the virus began to spread, Indonesia had imposed large-scale social restrictions. Activities initially supposed to be done outside the home finally had to be completed at home. Most organizations enforce limited working hours with a limited number of people in the room. The situation has had a considerable impact on many people, including mothers who also work, and modifications to the work system by implementing strict health protocols. This study focuses on working mothers. Considering they still have to work during the pandemic, work

methods have made working mothers experience significant changes in their daily activities. Before the pandemic, working mothers had assumed most of the housework and childcare despite the increasing participation of women in full-time work (Lyonette & Crompton, 2015). Then with the increase in responsibilities at work and at home due to the pandemic, working mothers have experienced physical and psychological stress; they also experience higher burnout than men. (Aldossari & Chaudhry, 2021). The results of another study showed that working mothers showed the most visible decrease in job satisfaction during the pandemic compared to other groups due to changes in the work system (Möhring et al., 2021)

Regarding the survey shown in table 1, several stress indicators were found in working mothers during the COVID-19 pandemic. A number of open-ended questions were given to working mothers about how they felt during the COVID-19 pandemic. Most of them responded that they were frightened of contracting the virus, feeling anxious, hampered, and worried about activities carried out outside the home. Working mothers are also concerned that their

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children's learning process is not optimal because they cannot fully assist them. However, some say they are relaxed enough by maintaining the best possible health protocol. The following is a table of symptoms experienced by working mothers during the restrictions and implementation of the health protocol.

Table 1: Psychological symptoms of Stress and Service to be required.

| Desription | n | % |
|---|---|---|
| **Subjective Unit Distress** | | |
| Minimum-Maximum | 1-10 | |
| Range | 9 | |
| Average | 4.69 | *2.18 |
| **Emotional symptoms of stress** | | |
| Vigilant | 19 | 23% |
| Anxious | 12 | 14% |
| Tense/Stressed | 10 | 12% |
| Scared | 8 | 10% |
| Restricted | 3 | 4% |
| **Psychological Service Needs** | | |
| Yes | 17 | 20.5% |
| No | 66 | 79.5% |
| **Psychological Service Need to be Required (n = 17)\*\*** | | |
| Face-to-face individual counselling | 4 | 24% |
| Individual counseling using WhatsApp | 13 | 76% |
| Support group using WhatsApp group/telegram | 4 | 24% |
| Individual counseling by Mobile Phone | 5 | 29% |
| Individual counseling by email | 3 | 18% |
| Online discussion (1-2 hours) in sharing sessions using social media Platform | 5 | 29% |

*Standard Deviation
** Some respondents chose more one psychological service need

Facing a Pandemic situation, working mothers still have to complete their tasks. They have to perform so that the community's organization and government agency services can still be provided. One of the antecedence to predict high performance is work engagement. Regarding the prior study, work engagement shows a direct and positive relationship with performance (Bakker & Demerouti, 2008). Work engagement is an energetic and positive working state designated by dedication, high enthusiasm, and deep interest in work tasks. High enthusiasm denotes a high level of energy and resilience at work. Dedication refers to being fully engaged in one's work and experiencing a substantial, enthusiastic, and challenging experience. While a deep interest in work states to high concentration and a feeling of pleasure as if captivated by the work so that time goes by so fast. (Schaufeli & Bakker, 2004). Work engagement is different from job satisfaction. Job satisfaction is a more passive form of employee well-being. Work engagement is also different from work-related flow, which refers to the length of performance episodes indicated by the highest achievement of a performance that can end in an hour or less. Work engagement is also different from motivation which refers more to dedication, so work engagement is better at predicting performance (Bakker, 2011).

Furthermore, there are four reasons why employees who demonstrate high work engagement show higher performance than those who do not. First, employees with high work engagement often feel affirmative emotions, including gratitude, joy, and enthusiasm. These positive emotions will influence thoughts and actions that motivate employees to use their personal resources continuously. Second, engaged employees look healthier, so they can focus well and dedicate all their skills and energy to work. Third, employees who engage will create their own personal and work resources. Fourth, they will permit their engagement to others (Xanthopoulou et al., 2009).

Three aspects can indicate that employees are engaged with their work: (Schaufeli & Bakker, 2004), namely (1) Vigor, is an outpouring of energy and mental strength during work and the courage to try hard complete a job. (2) Dedication, indicated by a powerful feeling of involvement when working. Employees feel meaning, enthusiasm, pride, inspiration, and challenge. (3) Absorption, indicated by full concentration, pleasure, feeling captivated by work, feeling time is running fast, and finding it difficult to get away from work.

Mothers work as individuals, have different psychological dynamics than other employees in an organization. As a mother, she has responsibilities for her family and has the same duties and responsibilities as her colleagues. Researching working mothers as a typical subject is very important. By examining specific psychological dynamics, it will be able to determine what antecedents cause the work engagement of working mothers. For a working mother, support from the organization is essential and picks many things. How a person perceives organizational support for himself is called perceived organizational support.

Employee's certainty that the organization where they works appreciates their contribution and pays attention to their well-being is a form of perceived organizational support is an. In other words, employees be certain of that the organization tenets their offerings, extra efforts, and complaints. In addition, the organization cares about the well-being of employees. It notifies when work is not done well, the organization is proud of the success of its employees, and the organization cares about employee satisfaction. (Rhoades & Eisenberger, 2002). Perceived organizational support is also the overall view of employees about the degree to which organizational values contribute to employee well-being (Eisenberger et al., 1986).

The processes that underlie the association between perceived organizational support and its consequences are; First, regarding of the norm of reciprocity, employees who receive organizational support feel more indebted to repay what the organization provides. Second, perceived organizational support helps meet socio-emotional needs such as respect and affiliation, prominent organizational members and part standing to become role of one's social identity, which contributes to one's well-being. Third, perceived organizational support helps regulate the organization's keenness to recompense the efforts made (Rhoades & Eisenberger, 2002).

When an employee has positive perceived organizational support, he will try to repay it with positive things so that perceived organizational support in various studies is linked with many outcomes such as Eisenberger & Stinglhamber (2011) mentions in some researches that perceived organizational support has an impact on well-being, more positive orientation to the organization and work and favorable outcomes for the organization. Based on the literature review, it is also stated that the result for an employee of perceived organizational support is job satisfaction and also positive mood. As

for the organization, the outcomes shown are affective commitment, performance, and reduced withdrawal behavior.

Directly perceived organizational support also directly influences work engagement as in a research that purposes to see the effect of perceived organizational support on work engagement in parents who has children with special needs and disabilities. This study proves that greater intensities of supervisor and co-worker support positively impact employee work engagement levels with children with special needs and disabilities (Stefanidis & Strogilos, 2020). Another study on 300 employees in the Service and production sector also showed that perceived organizational support contributed 33.8% to work engagement (Mufarrikhah et al., 2020). In addition, research on 1894 people in Germany, Indonesia, the Netherlands, Romania, and South Africa showed the effect of perceived organizational support on work engagement and well-being. This study used the life satisfaction construct as a proxy for the well-being variable. (Meyers et al., 2019). Based on this, in the mother's study, perceived organizational support is also thought to influence work engagement.

The association between perceived organizational support and work engagement is thought to be mediated by well-being. The concept of well-being used in this study is eudaimonic workplace well-being, which is definite as an employee's subjective appraisal of his ability to develop and function fully in his work environment (Bartels et al., 2019). In an organizational context, positive consequences of employee well-being have acknowledged increasing devotion (Wright & Cropanzano, 2000). Research shows that well-being is a crutial antecedent to maintainable employee performance and retention (Avey et al., 2009). Well-being is also positively related to social relationships (Diener & Seligman, 2002) and mental and physical function (Røysamb et al., 2003). Employee well-being has significant insinuations for individuals, organizations, and society. Individuals with a higher sense of well-being have tremendous accomplishment in life, better health, grander career success, and better relations with others. (Meldrum, 2013). Contained by organizations, enlarged well-being between employees has been related with higher customer satisfaction (Moliner et al., 2008), greater productivity, higher profitability, lower employee turnover, and reduced absenteeism (Harter et al., 2003). Based on this, it is necessary to consider the positive things that result from an increase in well-being at the individual and organizational level to

understand the community welfares from improving well-being.

Well-being was considered a mediator between perceived organizational support and work engagement. This means that perceived organizational support is the originator and influences well-being, then well-being influences work engagement. Based on this explanation, the aim of this research is to see the direct effect of perceived organizational support on well-being and work engagement of working mothers and to see the indirect effect of perceived organizational support on work engagement of working mothers mediated by well-being. So the research hypothesis is:

H01: There is no influence of perceived organizational support on the well-being of working mothers.

H02: There is no influence of perceived organizational support on work engagement of working mothers

H03: There is no influence of perceived organizational support on work engagement of working mothers mediated by well-being.

Based on this explanation, the research model is shown in figure 1
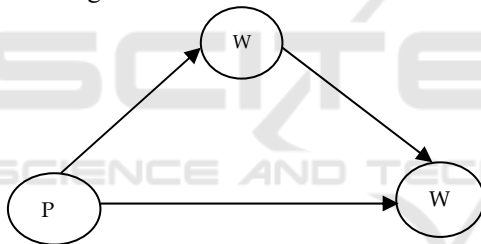


Description:
POS : Perceived organizational support
WB : Well-being
WE : Work engagement

Figure 1: Path Model.

## 2 METHOD

This research uses cross sectional method. The research population is working mothers as government employees in West Sumatra, Indonesia. The research subjects are women, are married and have children, and work as civil servants in the government environment. The processing of permits until data collection is carried out for approximately four months. Data collection is distributed online, primarily through the General Section of each office, which is carried out after obtaining a research permit from the Office of National Unity and Politics of the City Government. Researchers visited each City Government Service office and submitted a link to fill out an online questionnaire to the General Section of each office.

Work engagement was measured using the Indonesian version of the short version of the Utrecht Work Engagement Scale (UWES), which consisted of nine items. The UWES score ranges from 1-5 with the answer choices being never to always. The Indonesian version of UWES was adapted and validated by Rahmadani, Schaufeli, Ivanova, & Osin (2019). Meanwhile, the researchers adapted the survey of perceived organizational support and the eudaimonic workplace well-being scale from the original version. Adaptation of measuring instruments Survey of perceived organizational support (Eisenberger et al., 1986) dan eudaimonic workplace well-being scale (Bartels et al., 2019) begins by asking permission from the original owner via email and has obtained permission. Adaptation of measuring instruments is done by doing forward and backward translation, then the translated items are discussed with seven expert teams consisting of linguists and psychologists. Then the agreed-upon items were carried out in a pilot study with ten respondents, so that some items were readjusted to become final items ready to be used in research.

The adaptation of the Indonesian version of the Scale of Perceived Organizational Support (SPOS) used in this study is a short version of 8 items that are uni-dimensional with answer choices ranging from 1-7 or from strongly disagree to agree strongly. (Eisenberger et al., 1986). Meanwhile, the measurement of well-being uses the Indonesian version of the adaptation measurement tool from the Eudaimonic Workplace Well-being Scale with answer choices ranging from 1-5 or from strongly disagree to agree strongly. (Bartels et al., 2019). The Eudaimonic Workplace Well-being Scale consists of two dimensions, namely the interpersonal dimension and the intrapersonal dimension. Data analysis used Structural Equation Modeling (SEM) with SmartPLS v.3.3.3 software.

## 3 RESULT AND DISCUSSION

This study examines the model of perceived organizational support on work engagement with well-being as a mediator. Based on the SEM - PLS analysis results, what is done first is to look at the results of measurements on the outer model, which shows the construct validity and reliability of the

Table 2: AVE, Cronbach's Alpha dan Composite Reliability.

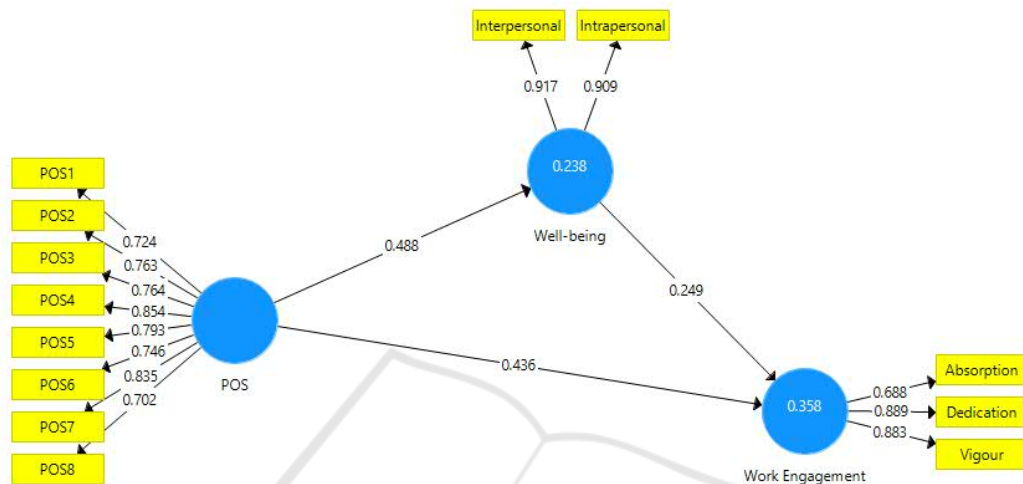| Variable | Cronbach Alpha | rho_A | CR | AVE |
|---|---|---|---|---|
| Perceived Organizational Support | 0.904 | 0.901 | 0.923 | 0.599 |
| Well-Being | 0.801 | 0.802 | 0.909 | 0.834 |
| Work Engagement | 0.767 | 0.823 | 0.863 | 0.861 |



Figure 2: Outer Model.

research scale used. The construct validity consists of convergent validity and discriminant validity.

In Figure 2 you can see the factor loading of each variable that has met the requirements whose score must be more than 0.7. There is one indicator that is worth 0.688, but it is still acceptable because the AVE and CR analysis results of this study have met the requirements where, in table 2 it can be seen that the AVE (Average Variance Extracted) of each variable shows a value above 0.5.

Another outer model of the output issued by the SEM-PLS is the reliability of the research scale. The reliability of the study can be seen from Cronbach's alpha and composite reliability with a value that must be greater than 0.7. In table 2 it can be seen that Cronbach alpha and composite reliability of each research variable have met the reliability requirements of the research scale used.

Hypothesis testing in this study ensures the direct or indirect influence of the research variables following the research objectives. The results of the test can be seen in table 3. These results indicate a significant effect of perceived organizational support on well-being where the path coefficient is 0.488 with a significance level of p = 0.000 (p <0.01). This means that the null hypothesis of this study is rejected. Furthermore, there is a significant effect of perceived organizational support on work

engagement. The path coefficient is 0.436 with a significance level of p = 0.000 (p < 0.01). The second null hypothesis from this study was also rejected. In addition, it is also seen that well-being has an effect on the work engagement coefficient path of 0.002 with a significance level of p = 0.000 (p <0.01).

Table 3: Direct Effect.

| Path | Original Sample | T Statistics | P Values | Conclusions |
|---|---|---|---|---|
| POS-WB | 0.488 | 5.985 | 0.000 | Significant |
| POS-WE | 0.436 | 3.822 | 0.001 | Significant |
| WB-WE | 0.429 | 1.982 | 0.002 | Significant |

The indirect effect can be seen in table 4. The indirect impact between perceived organizational support and work engagement mediated by well-being is shown by the T Statistics value of 1.662 with p = 0.097 (p>0.05), not significant, so the mediation function of the variable well-being is not proven.

Table 4: Indirect Effect.

| Path | Original Sample | T Statistics | P Values | Conclusions |
|---|---|---|---|---|
| POS-WB-WE | 0.121 | 1.662 | 0.097 | Not Significant |

The results of this study indicate that perceived organizational support affects the well-being and work engagement of working mothers during the COVID-19 pandemic. A positive perception of the organization's support impacts the well-being and work engagement of mothers working during the COVID-19 pandemic. This means that working mothers positively perceive that the organization shows concern for their well-being as part of the organization. The organization cares about the effort shown at work and feels that the organization pays attention to their job satisfaction. The organization appreciates the efforts of each of its members in contributing to the running of the wheel. Organization. This then affects the well-being and work engagement of working mothers.

Well-being, which in this study uses the eudaimonic workplace well-being construct, shows interpersonal and intrapersonal dimensions to feel well-being in his work environment. The interpersonal dimension indicates the impact of social interaction on an individual's capability to achieve psychological prosperous (Bradbury & Lichtenstein, 2000; Diener et al., 2010). While the intrapersonal dimension reveals internal feelings of significance and meaning in the workplace through the actual work itself or one's personal development as a worker. (Bartels et al., 2019). This study proves previous research showing that perceived organizational support affects well-being (Gaëtane Caesens et al., 2017; Eisenberger et al., 2020; Kurtessis et al., 2017; Meyers et al., 2019). Another study showed that perceived organizational support was associated with three indicators of employee weekly subjective well-being (i.e., increased weekly positive impact on organization, reduced weekly negative impact on organization and psychological stress). (Gaëtane Caesens et al., 2016). Another study on 513 managers in manufacturing companies in India also showed that perceived organizational support had an effect on psychological well-being (Aggarwal-Gupta et al., 2010). Research conducted on 220 frontline employees demonstrated that employees' perceived organizational tolerance positively affects their psychological well-being through a significant sequential mediating effect of perceived organizational support (Wang et al., 2020). Another study conducted on 159 expatriates representing 26 countries also showed that perceived organizational support had an effect on well-being (De Paul & Bikos, 2015).

The organizational support theory stated that perceived organizational support shows how employees value their contribution and pay attention to what they need. (Eisenberger et al., 2020; Kurtessis et al., 2017). Because perceived organizational support creates a sense for employees to contribute to organizational development (Eisenberger et al., 1986). Employees who perceive positive support by their organization will be obliged to interchange the favorable action they receive by developing attitudes and behaviors that benefit their organization. (Rhoades & Eisenberger, 2002). Many previous studies have shown positive consequences of positive perceived organizational support on organizations (e.g., increased affective commitment, trust, and performance) and employees (such as job satisfaction and reduced stress).(Eisenberger & Stinglhamber, 2011).

The positive influence of perceived organizational support on work engagement (G. Caesens & Stinglhamber, 2014; Imran et al., 2020; Tan et al., 2020) is similarly comprehended in the results of this study, which proves the previous study. Previous research showed that perceived organizational support as measured weekly positively expects work engagement which is also measured weekly (Gaëtane Caesens et al., 2016). The result is in accordance with the Job Demand-Resource Model, which states that job resources and organizational support affect work engagement. Job resources are the main predictors of work engagement, the resources obtained from these job resources are needed when job demands are high (Bakker, 2011; Bakker & Demerouti, 2008). Other research also shows that supervisor support is essential as part of job resources that help overcome barriers to high job demands (Bakker et al., 2007). Other studies have shown that job resources predict work engagement better than job demands (Mauno et al., 2007), which means that working mothers' perceived organizational support is very much needed during the covid-19 pandemic.

Based on positive perception of organization, it impacts well-being as indicated by the subjective evaluation of an employee on his ability to develop and function optimally in his work environment. His interpersonal and intrapersonal skills can be seen in the work context and work engagement of working mothers, which is shown with enthusiasm and dedication. And deep involvement in the work being done. In addition, this study also resulted in the $R^2$ of perceived organizational support in the well-being of this study being 0.229, meaning that perceived organizational support affected work engagement by 22.9%. Meanwhile, $R^2$ on work engagement is 0.342, which means that perceived organizational support and well-being together affect work engagement of

34.2%. Based on this, it is estimated that other variables of 65.8% affect work engagement. Based on this research, it is known that both perceived organization support and well-being affect work engagement. However, well-being is not proven to play a significant role as a mediator.

## 4 CONCLUSIONS

Regarding the results of this research, an organization needs to take note of its employees' perceived organizational support. The results exhibited that perceived organizational support directly and significantly affected well-being and work engagement. Although the working mother seems to be anxious and tense during the COVID-19 pandemic, a positive perception of organizational support indicates that it helps them cope with the psychological issues. The organization cares about well-being and appreciates the efforts made by its employees to carry out their duties.

Furthermore, regarding the findings, organizations can also carry out activities that can increase the perceived organizational support of working mothers during this pandemic so that well-being and work engagement can also improve. Activities that can reduce anxiety and tension when doing work as a form of concern for members of the organization, either directly in counseling or through social media, as previously described. On the other hand, the results also show that the mediator variable, namely well-being, is not proven to mediate the consequence of perceived organizational support and work engagement.

This study has several limitations, where the mediator variable in this study is not proven, so a further literature review can be carried out to find variables that mediate perceived organizational support on work engagement, especially in working mothers. Then, other variables that are estimated to impact work engagement can be added. In addition, another limitation is that research uses a psychological scale in the form of a self-report in its measurement. For further study, more objective measures can be used, for example, by ratings made by superiors or co-workers with visible behavior so that the behavior of the measurement results can be compared with each other.

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