

ARAŞTIRMA MAKALESİ / RESEARCH ARTICLE

THE MEDIATING ROLE OF WORK ENGAGEMENT IN THE RELATIONSHIP BETWEEN PERCEIVED ORGANIZATIONAL SUPPORT AND PSYCHOLOGICAL WELL-BEING*

ALGILANAN ÖRGÜTSEL DESTEK İLE PSİKOLOJİK İYİ OLUŞ ARASINDAKİ İLİŞKİDE ÇALIŞMAYA TUTKUNLUĞUN ARACILIK ROLÜ

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ABSTRACT

Employee well-being and happiness are critical for organizations striving for a sustainable future. Achieving this largely depends on how much support organizations give to its employees. Employees who feel appreciated by their organizations tend to approach their work with passion and enthusiasm, which significantly contributes to their psychological well-being. Based on these findings, the aim of the study is to explore the mediation function of work engagement within the relation between perceived organizational support and psychological well-being. A survey developed to achieve this aim is carried out with face-to-face participation of the employees (340) of two private hospitals in a province located in the Southeast of Turkey. The study's hypotheses are assessed utilizing structural equation modeling. According to the first model, psychological well-being is positively impacted by perceived organizational support. In the second model, psychological well-being is positively impacted by work engagement, which is positively influenced by perceived organizational support. Pursuant to the third model, the relationship between psychological well-being and perceived organizational support is partially mediated by work engagement. Based on these findings, employees who experience support from their organizations are more engaged at work, which improves their psychological well-being.

Keywords: Organizational Behavior, Perceived Organizational Support, Psychological Well-Being, Work Engagement.

JEL Classification Codes: C83, I31, L84, M12, M14.

ÖZ

Çalışanların refahı ve mutluluğu, sürdürülebilir bir gelecek hedefleyen örgütler için kritik öneme sahiptir. Bunu başarmak büyük ölçüde örgütlerin çalışanlarına sağladığı desteğe bağlıdır. Örgütlerinden takdir gören çalışanlar, yaptıkları işe tutku ve istekle yaklaşma eğilimindedir ve bu da psikolojik iyi oluşlarına katkıda bulunur. Bu önermeden hareketle, bu çalışmanın amacı algılanan örgütsel destek ile psikolojik iyi oluş arasındaki ilişkide çalışmaya tutkunluğun aracılık rolünü araştırmaktır. Bu amaca ulaşmak için geliştirilen bir anket, Güneydoğu bölgesinde yer alan bir ilde bulunan iki özel hastanenin çalışanlarının (340) yüz yüze katılımı ile gerçekleştirilmiştir. Çalışmanın hipotezleri yapısal eşitlik modellemesi kullanılarak değerlendirilmiştir. Oluşturulan ilk modele göre, psikolojik iyi oluş algılanan örgütsel destekten olumlu yönde etkilenmektedir. İkinci modelde, psikolojik iyi oluş algılanan örgütsel destek tarafından pozitif olarak etkilenirken, çalışmaya tutkunluk da psikolojik iyi oluşu pozitif olarak etkilemektedir. Üçüncü modele göre, psikolojik iyi oluş ile algılanan örgütsel destek arasındaki ilişkiye çalışmaya tutkunluk kısmen aracılık etmektedir. Bu bulgulara göre, örgütlerinden destek gören çalışanlar daha fazla çalışmaya tutkunluk göstermekte ve bu da onların psikolojik iyi oluşlarını artırmaktadır.

Anahtar Kelimeler: Örgütsel Davranış, Algılanan Örgütsel Destek, Psikolojik İyi Oluş, Çalışmaya Tutkunluk.

JEL Sınıflandırma Kodları: C83, I31, L84, M12, M14.

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GENİŞLETİLMİŞ ÖZET

Amaç ve Kapsam:

Ağır iş yükü, fazla mesai, hastalar ve aileleriyle yakın ilişkiler nedeniyle hastane personeli devamlı stres altında çalışmaktadır. Personelin iyi olma hali ve çalışmaya olan tutkunluğu bu durumdan olumsuz etkilenmektedir. Çalışanların psikolojik olarak kendilerini iyi hissetmeleri ve görevlerini tutkuyla yerine getirebilmeleri için örgütlerinin desteği çok önemlidir. Sağlık hizmeti sunan kurumlarda çalışan personel, yaptıkları işin doğası gereği işlerine karşı güçlü bir bağlılık duygusuna sahip olmalıdır. Hastane personelinin örgütsel destek algısı, kendilerini psikolojik olarak ne kadar iyi hissettiklerini ve işlerine ne kadar tutkunluk gösterdiklerini belirlemede kritik bir faktördür. Psikolojik iyi olma halinin ve çalışmaya tutkunluğun sağlık hizmetlerinin kalitesini etkilediği açıktır (Gupta vd., 2016, s. 2807). Pozitif psikoloji alanında, örgütsel destek, psikolojik iyi oluş ve çalışmaya tutkunluk gibi güncel kavramlar gün geçtikçe daha fazla ön plana çıkmaktadır. Literatürde psikolojik iyi oluş ve örgütsel destek arasındaki ilişkiyi inceleyen çalışmalar bulunmakla birlikte (Bağdoğan, 2018; Çankaya, 2020; Çelik ve Kahraman, 2022; Ertürk vd., 2016; Çakan vd., 2023), psikolojik iyi oluş ve çalışmaya tutkunluk ile örgütsel destek değişkenlerini birlikte ele alan çok fazla çalışma bulunmamaktadır (Perwira vd., 2021; Wang, 2024). Buna ek olarak, literatürde bu üç değişkeni bir arada ele alan çok fazla araştırma da bulunmamaktadır. Ayrıca, psikolojik iyi oluş ve örgütsel destek arasındaki ilişkide çalışmaya tutkunluğun aracılık rolü üzerine herhangi bir araştırmanın yapılmadığı görülmektedir. Bu çalışma, hastane çalışanlarından toplanan verileri kullanarak örgütsel destek, psikolojik iyi oluş ve çalışma tutkunluk arasındaki ilişkileri ortaya çıkarmayı ve çalışma tutkunluğunun aracılık rolünü belirlemeyi amaçlamaktadır. Bu değişkenler arasındaki ilişkilerin ve çalışmaya tutkunluğun aracılık rolünün belirlenmesi sonucunda çalışanların verimliliğinde ve örgüte katkılarında artış sağlanması öngörülmektedir.

Yöntem:

Bu çalışmanın evreni, Güneydoğu bölgesinde yer alan bir ilde bulunan iki özel hastanenin çalışanlarından oluşmaktadır. Çalışmanın verilerini toplamak için yüz yüze anket yöntemi kullanılarak 17 - 28 Temmuz 2023 tarihleri arasında gerçekleştirilmiştir. Araştırma analizinde toplam 340 anket kullanılmıştır. Araştırma verilerinin toplanmasında birçok araştırmacı tarafından güvenilirliği ve geçerliliği kabul edilmiş hazır ölçekler kullanılmıştır. Örgütsel destek algısı, Eisenberger ve arkadaşları (1986) tarafından geliştirilen ve Armstrong-Stassen & Ursel (2009) tarafından geçerliliği yapılan ölçek kullanılarak ölçülmüştür. Psikolojik iyi oluşu ölçmek için Diener ve arkadaşları (2010) tarafından geliştirilen ölçek kullanılmıştır. Çalışmaya tutkunluk Schaufeli ve diğerleri (2002) tarafından geliştirilen ölçek kullanılarak ölçülmüştür. Çalışmanın aracılık analizi Baron & Kenny (1986) tarafından geliştirilen teknik kullanılarak gerçekleştirilmiştir. Araştırma hipotezleri yapısal eşitlik modellemesi yöntemi kullanılarak test edilmiştir.

Bulgular:

Yapılan analizler, hastane çalışanlarının orta düzeyde algılanan örgütsel destek, psikolojik iyi oluş ve çalışmaya tutkunluk gösterdiklerini ortaya koymaktadır. Korelasyon analizi de bu değişkenler arasında pozitif yönde anlamlı bir ilişki olduğunu göstermektedir. Çalışmanın ilk hipotezinde algılanan örgütsel desteğin psikolojik iyi oluş üzerindeki etkisi araştırılmıştır. Bu hipotez, analiz sonuçlarına dayanarak kabul edilmiştir. Çalışmanın ikinci hipotezini araştırmak için yapılan analizler, algılanan örgütsel desteğin çalışmaya tutkunluğu olumlu yönde etkilediğini ortaya koymuştur. Üçüncü hipotez olan çalışmaya tutkunluğun psikolojik iyi oluşu etkilediğine ilişkin hipotez de analizler sonucunda doğrulanmıştır. Araştırmanın son hipotezinde, algılanan örgütsel destek ile psikolojik iyi oluş arasındaki ilişkide çalışmaya tutkunluğun aracılık etkisi analiz edilmiştir. Elde edilen sonuçlar, çalışmaya tutkunluğun kısmi aracılık gösterdiğini ortaya koymuştur.

Sonuç ve Tartışma:

Çalışmanın ilk hipotezinde, algılanan örgütsel desteğin psikolojik iyi oluşu etkilediği ortaya konulmuştur. Başka bir deyişle, yöneticilerinden ve çalışma arkadaşlarından yeterli desteği alan çalışanların psikolojik iyi oluşları daha yüksektir. Bu bulgu, örgüt desteğinin psikolojik iyi oluşu artırdığını öne süren Küçük (2021) çalışmasıyla örtüşmektedir. Çalışmanın ikinci hipotezinde, algılanan örgütsel desteğin çalışmaya tutkunluğu olumlu yönde etkilediğini göstermektedir. Bu bulgu, çalışanların çalıştıkları örgüt tarafından takdir ve teşvik edildiklerinde işlerine daha şevkle yaklaştıklarını göstermektedir. Örneğin Köse (2016), çalışmaya tutkunluk ile örgütsel destek arasında olumlu bir ilişki olduğunu ortaya koymuştur. Çalışmaya tutkunluğun psikolojik iyi oluşu olumlu yönde etkilediğini öne süren üçüncü hipotez de desteklenmiştir. Yaptığı iş konusunda daha hevesli olan çalışanlar genellikle daha yüksek psikolojik iyi oluş yaşarlar. Meslektaşlar, yöneticiler, hastalar ve aileleriyle olumlu iletişimin yanı sıra destekleyici bir çalışma ortamı da bu sonuca önemli ölçüde katkıda bulunmaktadır. Bu unsurlar hem psikolojik iyi oluşu hem de çalışmaya tutkunluğu güçlendirmektedir. Shimazu ve diğerleri (2012) bu iki değişken arasında önemli bir ilişki olduğunu araştırmış ve psikolojik iyi oluşun çalışmaya tutkunluk yoluyla iş yerinde verimliliği teşvik ettiğini vurgulamıştır. Son hipotezde, çalışmaya tutkunluğun algılanan örgütsel destek ve psikolojik iyi oluş arasındaki ilişkide aracılık rolü incelenmiştir. Analizler sonucunda çalışmaya tutkunluğun kısmi aracılık gösterdiği bulunmuştur. Buna göre örgütsel destek alan çalışanların işlerini tutkuyla yaptıkları ve bunun da psikolojik iyi oluşlarını artırdığını göstermektedir. Bu sonucu destekleyen çalışmalar bulunmaktadır. Örneğin, Aldabbas ve arkadaşları (2023) çalışmaya tutkunluğun, yaratıcılık ve algılanan örgütsel destek arasındaki ilişkiye aracılık ettiğini bulmuştur.

1. INTRODUCTION

Happiness in the workplace has long been regarded as an important factor determining organizational effectiveness. Employees' happiness and overall well-being are heavily influenced by the support they get from their organizations. Employees' perceptions of the extent to which the organization appreciates employees' efforts and values their well-being are reflected in perceived organizational support (Eisenberger et al., 1986, p. 500). Supporting employees by the organization believe they can rely on their workplace for consultation and trust during challenging times tend to feel better compared to their peers. These employees have a more optimistic outlook on the organization and life in general (Bağdoğan, 2018, p. 7). Organizational support is crucial for mental health, as it reduces the risk of emotional exhaustion and depersonalization (Weigl et al., 2016, p. 1775). A sense of robust organizational backing encourages employees to engage with their organization, strive toward its goals, and exhibit positive behaviors (Eisenberger et al., 2001, p. 42). A meta-analysis indicates that support perceived by the organization improves performance, fulfillment with work, job satisfaction, and intentions to leave (Riggle et al., 2009, p. 1027).

In organizational research, psychological well-being has drawn more and more attention. It is often understood to be the ability of a person to perform psychologically (Çankır & Şahin, 2018, p. 2550). Happiness, joy, and satisfaction are examples of psychological well-being indicators that encourage employees to work harder at their jobs (Seligman, 2011, p. 60). Managers believe that improving employees' happiness and health enhances their efforts, contributions, and productivity (Fisher, 2003, p. 754). Because poor psychological health can result in sadness, decreased motivation, impaired cognitive processes, psychological withdrawal, and even job turnover, which can have both financial and human repercussions, organizations make a significant effort to assist their employees' psychological health (Nica et al., 2016). The literature generally emphasizes how workplace psychological well-being has a major impact on employee happiness, output, and organizational efficacy (Wang, 2024, p. 8–9).

In the past few years, scholars are becoming more concerned with employee engagement. Research indicates that only 13.6% of workers worldwide are completely focused on their jobs, meaning just one in eight employees approaches their job with passion and contributes positively to their organization (Musenze et al., 2021, p. 472). Engagement represents a positive attitude or mental state that drives beneficial workplace outcomes (Seligman & Csikszentmihalyi, 2000). From an organizational perspective, engagement positively influences customer satisfaction, organizational image, and stock value (Demerouti et al., 2010). Conversely, disengaged employees result in substantial economic losses. For instance, research in the U.S. has found that disengaged employees contribute to productivity losses ranging between \$450 billion and \$550 billion annually (Sorenson & Garman, 2013). Employees having a high degree of engagement are less prone to experience burnout compared to those having a lack of engagement (Bakker & Leiter, 2010, p. 13). Furthermore, engagement positively affects job satisfaction, performance, organizational commitment, and mental health (Al-Hamdan & Bani Issa, 2022, p. 2155).

One of the most important measures of societal development is the caliber of healthcare services, and it heavily depends on the contributions of healthcare employees. However, healthcare employees often face constant stress due to heavy workloads, overtime, and intensive interactions with patients and their families. Their engagement at work and general well-being suffer as a consequence of this stress. Organizational support is essential to healthcare employees' psychological wellness and work engagement. Given the demanding nature of healthcare roles, employees must deeply commit to their job responsibilities. Given that engagement and well-being are important factors in determining the quality of healthcare, it is important to comprehend how perceived organizational support affects healthcare professionals' engagement and well-being (Gupta et al., 2016, p. 2807).

The notions of job engagement, psychological well-being, and organizational support are becoming more and more important in positive psychology. Previous research has explored the relation between psychological well-being and organizational support (Bağdoğan, 2018; Çankaya, 2020; Çelik & Kahraman, 2022; Ertürk et al., 2016). However, not much has been discovered regarding the relation of work engagement, psychological well-being, and organizational support (e.g., Perwira et al., 2021; Wang, 2024). Furthermore, studies that investigate these three variables together remain scarce, and the mediation function of work engagement in the connection among psychological well-being and organizational support has not been the subject of any previous study.

Using data collected from healthcare employees, the goal of this study is to evaluate the relationship between psychological well-being, work engagement, and organizational support, in addition to mediating function of work engagement. Understanding these relationships as well as how work engagement facilitates them will aid in the enhancement of organizational contributions and employee productivity.

A review of the research follows an explanation of the terms psychological well-being, work engagement, and perceived organizational support. After that, it presents the results and goes into detail about the research methods. The study is then ended after a discussion of the results.

2. PERCEIVED ORGANIZATIONAL SUPPORT

Perceived organizational support is a significant psychological source at workplace. It demonstrates the conviction that an organization respects the efforts made by employees and is concerned about their general welfare (Zeng et al., 2020, p. 2). This perception results from workers' perceptions of how much they believe in their work and puts their well-being first (Kurtessis et al., 2017, p. 1). Simply put, perceived organizational support encompasses employees' perceptions of the commitment of the organization to the psychological well-being of employees (Eisenberger et al., 2001, p. 42).

Creating a supportive organizational environment is vital for employers. When employees feel supported and can reach the required information, sources and tools, they are more inclined to submit creative concepts to meet the organization's objectives (Mansouri et al., 2022, p. 6). Employees whose socio-emotional needs are met through positive relationships in the workplace tend to exhibit higher job performance (Wang et al., 2020, p. 1991). Similarly, when employees see their employer as supportive and gain emotions of belonging, confidence, admiration, and acceptance, they are inclined to demonstrate a deeper commitment towards their work, achieve personal growth, preserve vitality, and exhibit enthusiasm to learn new skills (Eisenberger et al., 2001, p. 42).

According to Wang (2024, p. 3), perceived organizational support encompasses three dimensions: support from managers, support from colleagues, and fairness in organizational policies. Employees are more likely to have an upbeat view of the organization and be more satisfied with their jobs when they believe that their managers are supporting them. Colleague support cultivates cooperative relationships that improve employee engagement and the organizational climate. Finally, employee loyalty and job satisfaction are strengthened when fairness in organizational policies is perceived.

Employees that receive organizational support are typically driven to repay the favor by demonstrating positive views and behaviors toward their employer (Rhoades & Eisenberger, 2002, p. 698). Positive organizational practices enhance employees' sense of duty and commitment (Meyer et al., 1991, p. 717). Perceived organizational support positively impacts employee performance, increasing job satisfaction while reducing stress levels (Al-Hamdan & Bani Issa, 2022, p. 2155). Furthermore, it is related favorably with work engagement and psychological well-being (Caesens et al., 2016, p. 1223–1224).

3. PSYCHOLOGICAL WELL-BEING

It has long been believed that attaining happiness is humanity's fundamental and universal objective (Russell, 2015). Well-being is a multifaceted concept encompassing subjective, social, physical, psychological, and health-related behaviors (Masyhuri et al., 2021, p. 66). The lack of negative feelings, the presence of pleasant emotions, and contentment with life and work are all considered indicators of psychological well-being (Panaccio & Vandenberghe, 2009, p. 226). It represents a sense that life is proceeding well, reflecting individuals' ability to function effectively while feeling good about themselves (Huppert, 2009, p. 137). Psychological well-being goes beyond simple enjoyment and includes achieving one's full potential and aiming for perfection (Ryff, 1995, p. 100).

Different researchers have interpreted well-being through various lenses. The hedonic approach focuses on happiness, emphasizing pleasure, avoiding pain, reducing stress, and achieving life satisfaction. In contrast, the eudaimonic approach highlights the search for meaning, self-realization, and perceiving oneself as fully functional (Aggarwal-Gupta et al., 2010, p. 106). Self-acknowledgment, healthy human interconnections, self-autonomy, environmental competence, life goal, and individual development are key ingredients of psychological well-being (Ryff, 1995, p. 101).

Psychological well-being at work environments is defined as individuals showing positive traits and going through personal growth and fulfilment (Desrumaux et al., 2023, p. 935). It represents a positive individual experience marked by the capacity to communicate one's best traits, develop interpersonal connections, and engage with the organization in an efficient manner (Gilbert et al., 2011). On the other side, employees who experience decreased psychological well-being frequently experience higher levels of stress (Ryff, 1989). Positive workplace experiences associated with psychological well-being enhance job satisfaction and encourage innovative behaviors (Grant et al., 2007, p. 52–53). Organizational effectiveness can also be positively impacted by increases in employee well-being (Judge et al., 2001, p. 390). Organizations are, therefore, encouraged to actively support and maintain the well-being of their employees, as those with a positive mindset and high psychological well-being are invaluable assets (Roemer & Harris, 2018, p. 3).

4. WORK ENGAGEMENT

Academics and professionals have begun to view work engagement as a beneficial organizational notion (Musenze et al., 2021, p. 472). It describes a person's positive outlook on their work, which is demonstrated by their respect for their profession and physical, mental, and emotional commitment (Schaufeli et al., 2006, p. 702). Engagement manifests as an extended emotional state, marked by enthusiasm, focus, high energy, and eagerness (Wildermuth, 2008, p. 51). Engagement, as opposed to burnout, is a constructive and useful idea in the workplace (Maslach & Leiter, 2008, p. 498).

Schaufeli et al. (2002, p. 74) characterize work engagement behavior as an enjoyable and rewarding mood linked to work, including vigor, dedication and absorption. Being vigorous at the organization means having lots of drive and perseverance. Dedication can be understood as an intense attachment to work, characterized by inspiration, accompanied by pride and significance. Absorption means the condition of being entirely concentrated and absorbed into someone's job; one usually lose custody of time as one struggles to walk away.

Work engagement benefits both employees and organizations, as engaged employees tend to exhibit superior job performance (Demerouti et al., 2010, p. 148; Yongxing et al., 2017, p. 708). Higher engagement employees are more eager to put in more time and effort at work and show more tenacity in the face of difficulties. This is because engaged employees take pride in overcoming obstacles in their tasks (Perwira et al., 2021, p. 673).

Employee engagement can be improved when they have possibilities for self-fulfillment, participate in decision-making, function in productive work environments, find purpose in their work, and receive interpersonal support (Simon, 2011). According to research, employees in highly engaged organizations are ten times more likely to put forth their best effort and dedication than those in less engaging settings (Lockwood, 2007). Engagement improves extra-role performance, lowers stress, and increases job happiness (Caesens & Stinglhamber, 2014, p. 259). Engaged employees are more inclined to be dedicated, proactive, and flexible, and they are fewer less probable to plan to quit or be absent from work (Macey & Schneider, 2008; Shahpouri et al., 2016, p. 219).

5. LITERATURE REVIEW

5.1. Perceived Organizational Support and Psychological Well-Being

Feeling supported at organization is a significant factor that influences the sense that an employee of well-being and drive to remain in the workplace (Bağdoğan, 2018, p. 7). Employees want their contributions to company objectives to be acknowledged, valued, and acknowledged. Organizational support fulfills employees' needs for recognition, respect, and validation, fostering a positive psychological state (Keskinkılıç Kara et al., 2015, p. 385–386). Employee productivity and job performance are improved by perceived organizational support, which also promotes psychological wellbeing and emotional attachment (Kurtessis et al., 2017, p. 1). Additionally, positive organizational support perceptions promote psychological wellness, leading to improved job quality and satisfaction (Pahlevan Sharif et al., 2018, p. 887).

Based to the study, perceived organizational support is a major variable that determines psychological well-being (Çelik & Kahraman, 2022, p. 11). For instance, Çankaya (2020, p. 89) found that healthcare workers perceived moderate levels of organizational support but exhibited a high degree of psychological well-being. Similarly, Bağdoğan (2018, p. 13) and Ertürk et al. (2016, p. 1732) also showed a favorable correlation between psychological well-being and perceived organizational support. Research by Sen and Yıldırım (2023, p. 552) found

that organizational, managerial, and peer support significantly improved nurses' psychological well-being. Numerous studies confirm that organizational support and psychological well-being are favorably associated (Desrumaux et al., 2023; Mansouri et al., 2022; Ni & Wang, 2015; Panaccio & Vandenberghe, 2009; Roemer & Harris, 2018; X. Wang et al., 2020). Based on this evidence, the following hypothesis is proposed:

H1: Perceived organizational support positively affects psychological well-being.

5.2. Perceived Organizational Support and Work Engagement

It is believed that the role perceived organizational support plays in enhancing the work engagement levels is becoming increasingly better understood (Musenze et al., 2021, p. 471). Employees who sense elevated organizational support tend to be more probable to hold strong emotional and cognitive assessments of their organization and employment (Byrne & Hochwarter, 2008, p. 54). In reaction to their organizations' assets and support, employees display varying degrees of engagement in their work (Saks, 2006, p. 600). According to research, employees' enthusiasm in their work is favorably reinforced by perceived organizational support, which increases engagement (Eisenberger & Stinglhamber, 2011; Kurtessis et al., 2017).

Sulea et al. (2012, p. 188) discovered that perceived organizational support increases behaviors about organizational citizenship while decreasing unproductive employee actions, thus enhancing work engagement. Work engagement influences task performance, and this impact intensifies when organizational support is present (Yongxing et al., 2017, p. 711). Likely to become passionate, dedicated, and committed to their work (Karatepe & Aga, 2016, p. 368). It has been demonstrated that organizational support influences work engagement and its subdimensions, including vigor, dedication, and absorption (Al-Hamdan & Bani Issa, 2022, p. 2060–2061; Örüçü & Hasırcı, 2020, p. 1038–1039). Multiple studies show evidence that there is a significant and affirmative association between organizational support and work engagement (Aulia et al., 2019; Karatepe & Aga, 2016; Meriç et al., 2019; Murthy, 2017; Perwira et al., 2021; Ramdhani & Sawitri, 2017; Y. Wang, 2024). Accordingly, second hypothesis is stated as below:

H2: Perceived organizational support positively affects work engagement.

5.3. Work Engagement and Psychological Well-Being

As employees work to reach their full potential, psychological health has a significant impact on their actions and output (Ryff, 1995, p. 101). Employees' attitudes toward their job and organization are significant determinants of their psychological well-being. When employees experience strong positive emotions regarding their psychological state, their commitment to their work increases (Aiello & Tesi, 2017, p. 79). Psychological well-being serves as a motivating element that promotes work engagement and optimal mental functioning (Tesi et al., 2019, p. 130).

Research on work engagement has identified burnout, commitment to work, workaholism, and job fulfillment as a basic predictor for psychological well-being (Çankır & Şahin, 2018, p. 2551). Work engagement positively influences psychological well-being, and high engagement levels contribute to enhanced psychological states (Robertson et al., 2012, p. 229–230). Research continuously shows a favorable correlation between work engagement and psychological well-being (Brunetto et al., 2012; Çankır & Şahin, 2018; Kong, 2021; Perwira et al., 2021; Y. Wang, 2024). According to these results, following hypothesis is put forth:

H3: Work engagement positively affects psychological well-being.

5.4. The Mediating Role of Work Engagement

A review of the available literature reveals no research particularly addressing the mediating function of work engagement on the relation of organizational support and psychological well-being. However, research reveals that work engagement often mediates relationships among numerous variables (Karatepe, 2013; Lai et al., 2020; Salanova & Schaufeli, 2008; Sulea et al., 2012; Yalabik et al., 2013). According to Karatepe & Olugbade (2016, p. 2350), combining strategies like career opportunities, job security, teamwork, and staff selection techniques improves work engagement, lowers absenteeism, and promotes innovative performance and high-quality services.

Work engagement affects relationship between perceived organizational support and organizational citizenship behavior, as well as workplace interpersonal conflict and counterproductive behaviors (Sulea et al., 2012, p. 188).

Work engagement's vigor and absorption dimensions are two ways that managerial support indirectly affects emotional organizational commitment (Orgambídez & Almeida, 2020, p. 1).

Employees who feel supported by their organization are greater like to report better rates of psychological well-being and work engagement. Furthermore, studies show that engaged employees experience superior psychological well-being. As a result, work engagement is expected to mediate the connection of organizational support and psychological well-being. In other words, when work engagement increases, the direct influence of organizational support on psychological well-being may decrease, if not disappear entirely. On the basis of this line of reasoning, the hypothesis below is put forth:

H4: Work engagement mediates the association of perceived organizational support and psychological well-being.

6. METHODOLOGY

Before the study data were collected, an ethics committee approval was obtained from Bingöl University Ethics Committee dated 12.07.2023 and numbered E.107998. The sample of the study consists of 512 people working in two private hospitals in a province located in the southeast of Turkey. In the province where the study was conducted, there are three private hospitals in total. Since two of these hospitals are located in the same district, the data were collected from these two hospitals, taking into account issues such as time and cost. The data for the study were gathered between July 17 and July 28, 2023 through a face-to-face survey using convenience sampling method. Out of 400 distributed surveys, 361 were returned, and 21 were excluded from the analysis due to carelessness, errors, or substantial omissions in responses. Consequently, the analyses were conducted on the remaining 340 valid surveys.

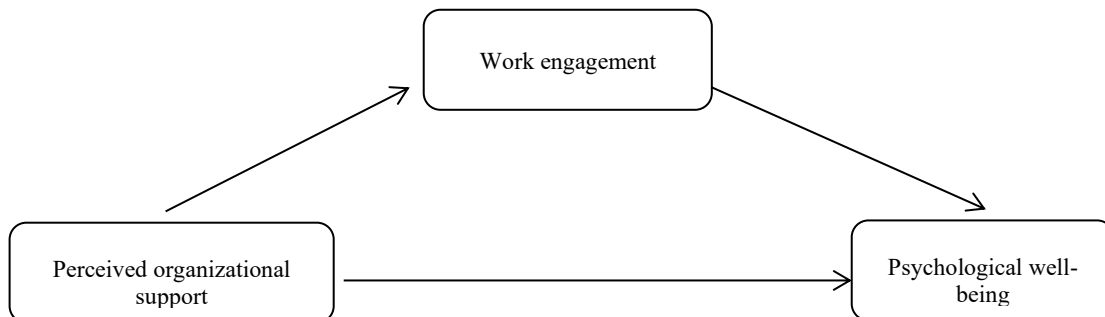
To collect data, pre-validated and reliable scales developed by previous researchers were utilized. Employees perceived levels of organizational support were assessed using a scale created by Eisenberger et al. (1986) and subsequently verified by Armstrong-Stassen and Ursel (2009). The Turkish adaptation of this scale, validated by Turunç and Avcı (2015), consists of 10 items, with a reliability coefficient of 0.88 reported in their study.

Psychological well-being was assessed utilizing single-dimensional, 8-item scale created by Diener et al. (2010), whose Turkish validation and reliability were established by Telef (2013). In that study, the reliability of the scale has been determined at 0.86.

To measure work engagement, the scale created by Schaufeli et al. (2002) was employed, consisting of 17 items across three dimensions: vigor, dedication, and absorption. Its Turkish adaptation and validation were conducted by Turgut (2011), who reported a reliability coefficient of 0.89.

Figure 1 illustrates the research model utilized to meet the study's objectives.

Figure 1. Research model



The suggested model uses psychological well-being for the dependent variable, work engagement for the mediator variable, and perceived organizational support for the independent variable to evaluate the research hypotheses.

The study applied Baron and Kenny's (1986) mediation evaluation approach, that is frequently employed in mediation analysis. According to this approach, three assumptions must be met to confirm a mediating effect:

The dependent variable (psychological well-being) must be substantially impacted by the independent variable (perceived organizational support).

The dependent variable (psychological well-being) must be strongly impacted by the mediating variable (work engagement), which must be significantly impacted by the independent variable (perceived organizational support).

The strong impact of the independent variable (perceived organizational support) on the dependent variable (psychological well-being) should either diminish or cease to exist when the mediating variable (work engagement) is incorporated into the model.

Using Lisrel 8.7 software, modeling of structural equations was applied to look into the mediator's influence.

7. FINDINGS

7.1. Findings Related to Demographic Characteristics

Table 1 displays the demographic characteristics of the hospital employees.

Table 1. Demographic Characteristics of Employees

Variables	Categories	N	%
Gender	Female	132	38.8
	Male	208	61.2
Age	10-19 years	76	22.4
	20-29 years	104	30.6
	30-39 years	83	24.4
	40-49 years	44	12.9
	50-59 years	14	4.1
	60 and above	19	5.6
Marital Status	Married	131	38.5
	Single	209	61.5
Education	Primary school	11	3.2
	Secondary school	32	9.4
	High school	52	15.3
	Associate degree	43	12.6
	Bachelor's degree	122	35.9
	Master's degree	53	15.6
	Other	27	7.9
Position	Physician	42	12.4
	Nurse	56	16.5
	Midwife	31	9.1
	Dietician	33	9.7
	Physiotherapist	15	4.4
	Health officer	33	9.7
	Officer	45	13.2
	Laboratory technician	15	4.4
	Technician	16	4.7
	Support services (security, cleaning, etc.)	54	15.9
Total		340	100

According to the data presented in Table 1, 61.2% of the employees are male, while 38.8% are female. In terms of age distribution, 30.6% of the employees are in the 20-29 age group, 24.4% fall within the 30-39 age group, and 22.4% are in the 18-20 age group. Considering marriage status, 38.5% of employees are married, whereas 61.5% are unmarried. In terms of educational background, 35.9% of employees hold a bachelor's degree, followed by 15.6% with postgraduate degrees and 15.3% who are high school graduates. Based on job roles within the hospital, 16.5% of the employees work as nurses, 15.9% in support services, and 12.4% as physicians.

7.2. Descriptive Statistics of the Scales

Table 2 shows the description of the scales used in the study, such as the mean, standard deviation, Cronbach's alpha values, skewness and kurtosis coefficients, and the findings of the correlation analysis.

Table 2. Scales' Descriptive Statistics

Scales	N	$\bar{x}$	ss	C.Alpha	Kurtosis	Skewness	1	2	3
1. Perceived Organizational Support	340	3,13	0,81	0.796	-0,409	-0,359	1	0.663**	0.582**
2. Psychological Well-being	340	3,28	0,79	0.786	-0,188	-0,819		1	0.695**
3. Work Engagement	340	3,38	0,74	0.881	-0,296	-0,598			1

**p<0.01

As shown in Table 2, hospital employees have comparatively close and moderate level psychological well-being, work engagement and perceived organizational support. Cronbach's Alpha scores, which test scales' reliability, show that they are sufficiently reliable (Field, 2013). The scales can be assumed to have a normal distribution as the skewness and kurtosis coefficients are within +1 and -1 (Hair et al., 2010). Correlation analysis showed a positive association of 0.663 between organizational support and psychological well-being, 0.582 between organizational support and work engagement, and 0.695 between psychological well-being and work engagement. These findings suggest that employees' psychological well-being and levels of work engagement increase in tandem with their perceptions of organizational support. Additionally, higher levels of work engagement are linked to improvements in psychological well-being.

7.3. Hypothesis Testing

The mediation investigation was conducted using the approach recommended by Baron and Kenny (1986). According to the first mediation assumption, there should be a meaningful relation between the independent variable (perceived organizational support, or POS) and the dependent variable (psychological well-being, or PWB).

The model developed for this relationship, Model 1, is illustrated in Figure 2.

Figure 2. Model 1

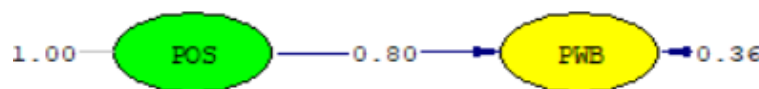


Table 3 displays Model 1's goodness-of-fit criteria as determined by the software.

Table 3. Goodness-of-Fit Criteria for Model 1

Compliance Criteria	χ^2/df	RMSEA	SRMR	NFI	NNFI	CFI	GFI	AGFI
Values for Model 1	2.63	0.069	0.056	0.920	0.940	0.950	0.900	0.870

The values in Table 3 indicate that Model 1 demonstrates acceptable fit ($\chi^2/df = 2.63$, RMSEA = 0.069, SRMR = 0.056, NFI = 0.920, NNFI = 0.940, CFI = 0.950, GFI = 0.900, AGFI = 0.870) (Abedi et al., 2015; Forza & Filippini, 1998; Schermelleh-Engel et al., 2003). Table 4 displays the hypothesis test results for a connection of organizational support and psychological well-being (H_1).

Table 4. Hypothesis Results

Hypothesis	Ways	Standardized Parameter Estimates	t value	Conclusion
H ₁	(POS)→(PWB)	0.80	9.36**	Supported

**p<0.01

Table 4 shows that psychological well-being is considerably affected by perceived organizational support, having a positive effect of 0.80. Thus, H₁ is supported. With the first assumption of the mediation analysis met, the second stage was conducted. This involved adding the mediator variable (work engagement, WE) to the analysis and examining the significant effects of the independent variable (perceived organizational support) on the mediator variable (work engagement) and of the mediator variable on the dependent variable (psychological well-being).

Model 2, developed for this purpose, is shown in Figure 3.

Figure 3. Model 2

The program-calculated goodness-of-fit criteria for Model 2 are presented in Table 5.

Table 5. Goodness-of-Fit Criteria for Model 2

Compliance Criteria	χ^2/sd	RMSEA	SRMR	NFI	NNFI	CFI	GFI	AGFI
Values for Model 2	1.96	0.053	0.057	0.930	0.960	0.960	0.850	0.820

Table 5 demonstrates that Model 2 also exhibits acceptable fit ($\chi^2/df = 1.96$, RMSEA = 0.053, SRMR = 0.057, NFI = 0.930, NNFI = 0.960, CFI = 0.960, GFI = 0.850, AGFI = 0.820). To improve the fit indices, modifications were made between certain items on the work engagement scale (e.g., WE9-WE8, WE2-WE1). Table 6 summarizes the findings of hypothesis tests for relationships among organizational support, work engagement, and psychological well-being in Model 2.

Table 6. Hypothesis Results

Hypothesis	Ways	Standardized Parameter Estimates	t value	Conclusion
H ₂	(POS)→(WE)	0.72	8.85 **	Supported
H ₃	(WE)→(PWB)	0.88	7.80**	Supported

**p<0.01

Table 6 demonstrates that perceived organizational support positively impacts work engagement (0.72), supporting H₂. Additionally, work engagement positively impacts psychological well-being (0.88), supporting H₃. These results confirm the second assumption required for mediation analysis.

The simultaneous impacts of work engagement and perceived organizational support on psychological well-being were investigated in the last phase of the mediation analysis. Figure 4 displays Model 3, which was developed specifically for this investigation.

Figure 4. Model 3

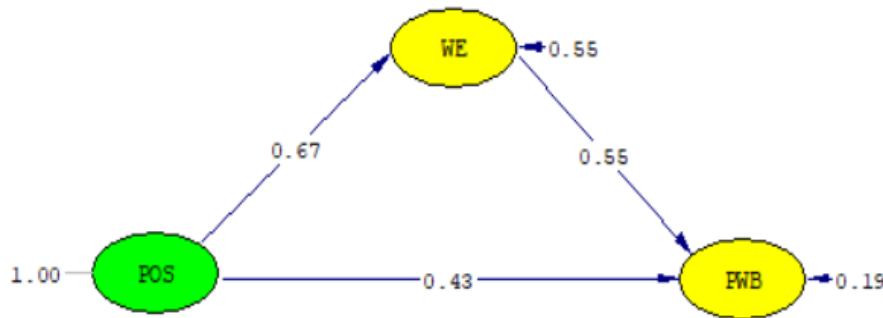


Table 7 displays Model 3's goodness-of-fit criteria as determined by the software.

Table 7. Goodness-of-Fit Criteria for Model 3

Compliance Criteria	χ^2/sd	RMSEA	SRMR	NFI	NNFI	CFI	GFI	AGFI
Values for Model 3	1,90	0,052	0,052	0,930	0,960	0,960	0,850	0,830

Table 7 indicates that Model 3 achieves adequate fit ($\chi^2/df = 1.90$, RMSEA = 0.052, SRMR = 0.052, NFI = 0.930, NNFI = 0.960, CFI = 0.960, GFI = 0.850, AGFI = 0.830). Table 8 displays the findings of the mediation hypothesis (H_4) test on the role of work engagement to the relationship between perceived organizational support and psychological well-being. The mediation hypothesis (H_4) testing results for the role of work engagement in the relationship between perceived organizational support and psychological well-being are presented in Table 8.

Table 8. Mediation Hypothesis Results

Hypothesis	Ways	Standardized Parameter Estimates	t value	Conclusion
H_4	(POS)→(WE)→(PWB)	0.43	5.84* *	Supported

** $p < 0.05$

As shown in Table 8, the standardized coefficient ($\beta = 0.43$) for the perceived organizational support-psychological well-being (POS-PWB) path in Model 3 is lower than the coefficient ($\beta = 0.80$) calculated in Model 1, although it remains significant. This suggests that the relationship between perceived organizational support and psychological well-being is partially mediated by work engagement. H_4 is therefore supported.

8. DISCUSSION AND CONCLUSION

The main focus of this study aims to find out how work engagement impacts the connection of perceived support from the organization and psychological well-being. The analysis reveals that hospital employees exhibit moderate levels of perceived organizational support, psychological well-being, and work engagement. Furthermore, correlation analysis indicates a significant positive relationship among these variables.

The study's first hypothesis focuses at how psychological well-being is affected by perceived organizational support. This idea is validated by structural equation modeling. To put it another way, employees who get enough support from their managers and fellow employees have better psychological well being. This finding aligns with Küçük (2021), who posits that support from an organization enhances workplace happiness. Similarly, Pahlevan Sharif et al. (2018) highlight a positive link between nurses' perception of organizational support and variables like care quality, job fulfillment, and psychological well-being. Creating a healthy work environment, enhancing the balance between work and personal life, reducing strain, increasing satisfaction with work, and developing an atmosphere of belonging, organizational support is also critical in promoting psychological well-being, according to other studies. Organizations prioritizing their employees' psychological well-being are likely to achieve higher productivity, efficiency, and overall organizational performance.

Tests of the second hypothesis indicate that work engagement is positively influenced by perceived organizational support, highlighting its importance as a key factor in engagement. This finding suggests that employees approach their jobs with more enthusiasm when they are acknowledged and encouraged by the organization for which they work. The study has supporting data; Köse (2016), for example, discovered a favorable correlation between work engagement and organizational support. Other studies (e.g., Musenze et al., 2021; Erkal, 2021) show that improved organizational support enhances engagement levels, with employees perceiving organizational value and support feeling more motivated and committed to their work.

The third hypothesis, proposing that work engagement positively affects psychological well-being, is also supported. Employees that are enthusiastic about what they do typically experience higher psychological well-being. Positive communication with colleagues, managers, patients, and families, as well as a supportive work environment, significantly contribute to this outcome. These elements reinforce both psychological well-being and work engagement. Shimazu et al. (2012) explored an important correlation between these two characteristics, and they also emphasized that psychological well-being promotes productivity at work through engagement.

The final hypothesis examines the mediating role of work engagement in the relationship between perceived organizational support and psychological well-being. The findings show that employees who receive organizational support feel more engaged at work, which enhances their psychological well-being. This suggests that there is a partial mediation effect. Several studies reinforce this conclusion. For example, Aldabbas et al. (2023) discovered that work engagement mediates the relation of employee creativity and perceived organizational support. Tisu et al. (2020) found that work engagement mediates the relationship of personality traits, performance at work, and mental health. Other studies emphasize how work engagement mediates a range of organizational dynamics, including job performance and transformative leadership (Lai et al., 2020).

In practice, organizational policies promoting training, empowerment, and rewards could enhance employees' perception of support. By adopting open communication, fostering a participative culture, and providing development opportunities, organizations may bolster employees' organizational support perceptions. In the health sector, managers should appreciate employees' efforts, distribute workload fairly, provide professional development opportunities, balance work and life, and create a healthy and safe working environment in order to increase employees' perceptions of organizational support. The following psychological well-being and level of work engagement may improve as a result. Lastly, instead of the work engagement, the mediating effect of which is addressed in the study, current topics such as quiet quitting and employee voice can be investigated.

The study's focus on only two private hospitals limits the applicability of results across all hospital types. Organizational support, psychological well-being and work engagement levels among the employees at public and private hospitals could be compared in future studies. Additionally, examining specific occupational groups, such as physicians or nurses, may yield more targeted insights.

DECLARATION OF THE AUTHORS

Declaration of Contribution Rate: The authors have equal contributions.

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Declaration of Conflict: There is no potential conflict of interest in the study.

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