PERSPECTIVES OF PERCEIVED ORGANIZATIONAL SUPPORT (POS) THEORY TOWARDS INDIVIDUAL HAPPINESS

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ABSTRACT

Introduction: Organizations must take a proactive stance when it comes to their workers' welfare and well-being to demonstrate their best commitment in this regard.

Objective: This paper presents the descriptive data of organizational factors that contribute to staff happiness in one of the Malaysian Technical University Network (MTUN) clusters in Malaysia.

Methods: This study was conducted at one of the Malaysian Technical University Network (MTUN) clusters in Malaysia. It involved 20 respondents comprising academicians who had served more than 11 years. The session at the Round Table Discussion was organized to discuss the issues that were highlighted in the survey data.

Results and Conclusion: Analysis showed that the personal economy and personal appreciation dimension were among the highest contributors in determining employee happiness, followed by a support system, workstation environment, and trust. Furthermore, the discussion is related to the general aspect of Perceived Organizational Support Theory which supports the data analysis on individual happiness aspect in the institution of higher education.

Originality/Value: By emphasizing the role of factors such as support systems, workstation environment, and trust in determining employee happiness, the study provides valuable insights into the broader dynamics of the workplace. Understanding how these factors influence employee satisfaction can inform strategies for improving organizational culture and employee engagement. Hence, this finding is related to Sustainable Development Goal (SDG) 3: Good Health and Well-being because it focuses on individual happiness, which is closely tied to mental well-being and overall health, both of which are central to SDG 3.

Keywords: Happiness, Higher Education, Perceived Organizational Support Theory.

RESUMO

Introdução: As organizações devem adotar uma postura proativa quando se trata do bem-estar e do bem-estar de seus trabalhadores para demonstrar seu melhor compromisso a este respeito.

Objetivo: Este artigo apresenta os dados descritivos dos fatores organizacionais que contribuem para a felicidade da equipe em um dos clusters da Malásia Technical University Network (MTUN) na Malásia.

Métodos: Este estudo foi realizado em um dos clusters da Malásia Technical University Network (MTUN) na Malásia. Envolveu 20 participantes, incluindo acadêmicos que haviam servido mais de 11 anos. A sessão na Mesa Redonda de Discussão foi organizada para discutir as questões que foram destacadas nos dados da pesquisa.

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Resultados e Conclusão: A análise mostrou que a economia pessoal e a dimensão de apreciação pessoal estavam entre os maiores contribuintes na determinação da felicidade do funcionário, seguida por um sistema de suporte, ambiente de estação de trabalho e confiança. Além disso, a discussão está relacionada com o aspecto geral da Teoria de Suporte Organizacional Percebida, que apoia a análise de dados sobre o aspecto da felicidade individual na instituição de ensino superior.

Originalidade/valor: enfatizando o papel de fatores como sistemas de suporte, ambiente de workstation e confiança na determinação da felicidade do funcionário, o estudo fornece informações valiosas sobre a dinâmica mais ampla do local de trabalho. Entender como esses fatores influenciam a satisfação do funcionário pode informar as estratégias para melhorar a cultura organizacional e o engajamento do funcionário. Assim, esta constatação está relacionada com o Objetivo de Desenvolvimento Sustentável (ODS) 3: Boa Saúde e Bem-Estar porque se concentra na felicidade individual, que está intimamente ligada ao bem-estar mental e à saúde geral, sendo ambos essenciais para o ODS 3.

1 INTRODUCTION

Employee commitment is needed to ensure performance so that the organizational goals can be achieved. To cultivate such commitment, organizations must prioritize the holistic welfare of their workforce. Drawing from seminal research by Eisenberger, Huntington, Hutchison, and Sowa (1986), the Theory of Perceived Organizational Support (POS) delineates the critical nexus between employees' perceptions of organizational responsiveness and their commitment levels. This theory confirms that employees are willing to commit when the organization values them and strives to meet their well-being needs.

Employee commitment is essential to ensure that organizational performance and goals are achieved. To attain strong commitment from employees, organizations must ensure the needs and well-being of employees are safeguarded. According to the Theory of Perceived Organizational Support (Eisenberger et al., 1986), employees believe that the organization will appreciate their contributions and prioritize their well-being, meeting their socio-emotional needs. This theory confirms that employees are willing to demonstrate commitment when they feel valued by the organization and efforts are made to fulfill their well-being needs.

Committed employees actively seek to improve organizational performance even as they fervently want to stay in their present organizational setting. Porter et al. (1979) are supported by Putterill and Rohrer (1995), who define employee commitment as an individual's dedication to staying in an organization and working towards its goals. Organizational commitment is seen as a crucial element in different organizational environments, as it is closely linked to organizational performance and effectiveness.

Employees who possess commitment willingly strive to enhance organizational performance and exhibit a strong desire to remain within their current organizational context. Porter et al.’s (1979) assertion finds support in the works of Putterill and Rohrer (1995), who characterize employee commitment as a predisposition for individuals to remain with an organization where they actively engage and align with organizational objectives. Recognized as a critical factor across diverse organizational contexts (Tabassum et al., 2009), employee commitment bears significant relevance, evidenced by its substantial correlation with organizational performance (Ricketta, 2002) and effectiveness (Laschinger, 2001; Steyrer et al., 2008).

Claypool (2017) claimed that employee engagement has been touted as the next frontier that will help organizations achieve success. As Field and Buitendach (2011) stated happiness and work engagement have predictive value for effective organizational commitment.
Meaningfully, happy employees will provide a strong commitment to the organization, and this will directly influence the organization's performance.

Happiness is subjective to every individual. Happiness has been argued to be one of the factors that enhance employee engagement and commitment to the organization. According to Maan et al., (2020), any support from the organization will influence employee psychological empowerment and job satisfaction. Hence, it is also revealed that the relationship between Perceived Organisation Support Theory and job satisfaction is weaker when employees’ proactive personality is higher rather than lower. Supporting Maan et al., (2020), Raj (2023) emphasizes that increasing workplace happiness is not only a sustainable strategy for employee retention but also a key competitive advantage for organizations.

Therefore, this paper attempts to analyze individual happiness from the perspective of Perceived Organizational Support Theory in one of the Malaysian Technical University Network (MTUN) clusters in Malaysia. The analysis is done based on the descriptive data obtained from the round table discussion analysis. In general, this paper will demonstrate the significance of organizational support in fostering employee commitment and its impact on individual happiness. Moreover, this study will contribute to strengthening the theory of Perceived Organizational Support.

2 LITERATURE REVIEW

The primary asset of any company is its workforce. The most successful firms are those that effectively manage their human capital by investing in their employees, encouraging self-investment, and offering conducive learning environments. According to Aselage and Eisenberger (2003), when a person receives "positive treatment" from others, it always creates psychological pressure and a sense of need to repay, which leads to the development of a retaliatory attitude or behaviour. Employees in the organizational context tend to provide more positive feedback when they feel that the organization values and acknowledges their efforts.

Previous research has shown that employees who strongly believe in reciprocity repaid perceived support from the organizational environment by adjusting their efforts to align with organizational objectives, like decreasing absenteeism, enhancing emotional connection to the organization, and increasing work effort (Eisenberger et al., 1986). Additionally, perceived organizational support is positively associated with employees' happiness (Kurtessi et al., 2015), employee performance (Li et al., 2022; Salau and Salau, 2023; Wójcik-Karpacz et al., 2019), work engagement (Imran et al., 2020), and job satisfaction (Zainal and Zeinab, 2010;
Maan et al., 2020). Supporting this, Novliadi and Anggraini (2018) stated that job satisfaction and perceived organizational support increased the happiness of employees at work.

According to Field and Buitendach (2011), the term ‘happiness’ has been used as a part of subjective well-being. Meanwhile, Ryan, Huta, and Deci (2008) stated that there are two traditional perceptions of happiness in the literature which are the hedonic view and the eudaimonic view (Ryan, Huta & Deci, 2008). Ryan and Deci (2001) noted that the hedonic perspective on well-being has a lengthy history. Hedonism seeks to increase pleasure and minimize misery, and seeking pleasure leads to contentment. Supporters of this perspective claim that happiness cannot be solely attributed to physical pleasure, as it can also stem from achieving goals or desired results in many areas.

In the meantime, happiness in the eudaimonic perspective is derived from recognizing one's qualities and aligning one's actions with them (Ryan & Deci, 2001). The eudaimonic approach defines happiness as more than just pleasure, emphasizing that well-being involves living in alignment with one's actual nature. This approach views happiness as a continuous process rather than a fixed state. According to Ryan & Deci (2001), the eudaimonic approach posits such results, albeit not providing instant gratification, might enhance satisfaction.

Workplace happiness significantly influences employee performance and organizational success. Many researchers show that employee happiness has an impact on their productivity (Bellet et al, 2019; Kadoya et al, 2020) because there is a causal relationship between human efficiency and well-being. But there is no single factor will contribute to individual happiness because Dutschke et al., (2024) found that organizational happiness is influenced by five factors which are workplace relationships, acknowledgment and respect, continuous learning and personal development, sustainability and job and family, and balance and leadership. To support this, Uchida et al., (2004) state that the concept of happiness is being examined within the context of relationships between oneself and others, offering further support for the idea that culture can impact emotions and attitudes.

Golden et al. (2014) asserted that employees derive their satisfaction primarily from possessing a flexible work schedule. Having the option to control their work hours reduces the likelihood of experiencing work-life conflict, work stress, and weariness. Cotti et al. (2014) found that when the duration of work hours did not align with the worker's preferred schedule, it could negatively impact the individual's health.
2.1 PERCEIVED ORGANIZATIONAL SUPPORT

Perceived organizational support is an employee perception that the organization values their contributions and cares about their well-being (Eisenberger et al., 1986). According to Eisenberger and Kim et al., (2016), organizational support refers to fulfilling the social, emotional, and economic needs of individuals, especially in the organization. Organizational support includes a large number of mentoring activities such as motivation, guidance, education, counseling, protection and retention of employees, and creating a friendly and good working environment (Baranik, Roling, Com, and Eby, 2009). Rhoads and Eisenberger (2002) stated that employees will tend to perceive more support if only employers provide all these facilities and benefits to them voluntarily and without external pressure. From a different point of view, organizational support can be reflected as the top management's commitment to the organization. As mentioned by Memon et al., (2022), top management's commitment is entirely related to environmental performance.

There are three common antecedents of perceived organizational support which are fairness, supervisor support, and organizational rewards or appreciation and job conditions. According to Rhoades & Eisenberger (2002), procedural justice is a cause of perceived organizational support. Procedural justice involves determining strategies for distributing resources among employees. There are two dimensions of procedural justice: structural and social. The structural dimension concerns decisions that affect employees. So, organizations need to consider employee input in the decision-making process. The social dimension is how organizations treat employees with respect and dignity and provide information to employees about how decisions are made. Purang (2011) stated that employee attitudes and behaviours are also affected by the perception of fairness or lack of it in the organizational structure. Supporting this, Nnaji-Ihedinmah et al., (2020) found that the dimension of organizational fairness (distributive) also showed an insignificant relationship with employee commitment.

Supervisor’s support also plays an important role in perceived organizational support. According to Pahi et al., (2022), leadership by a leader or any immediate supervisor has a positive influence on commitment to service quality. In Perceived Organisation Support Theory, the support of superiors can influence employee contributions. In this context, superiors bear the responsibility of directing and evaluating employee performance (Yuxin Wang et al., 2021); hence, employees may perceive such superiors as indicating organizational support. Supporting this, Kyei-Frimpong et al., (2023) found that perceived supervisor support moderated the relationship between employee empowerment and commitment. Meanwhile, a
study conducted by Akhtar (2022) revealed that supervisor support has a significant impact on employee’s task performance. Additionally, reliance and obligation also play a positive sequential mediation role in the relationship.

Munir et al., (2016) found that rewards play a pivotal role in motivating employees, encouraging their loyalty, and enhancing performance. In support of this, Myint and War (2020) stated that organizational rewards or appreciation and job conditions have a correlation with employee commitment. Their study revealed that financial and non-financial rewards, bonuses, and recognition have the greatest contribution to the effect on employee commitment. On the other hand, Hafiza et al., (2011) have highlighted various factors such as working conditions, relationships between workers and employers, training and development opportunities, and job security, as well as the overall guidelines and procedures for rewarding employees, collectively influence employee performance. In line with the Perceived Organisation Support Theory, support from superiors can influence employee contributions. Superiors bear the responsibility of directing and evaluating employee performance, thereby fostering the perception among employees of organizational support being indicated by their superiors. A well-rewarded employee perceives that the company values their contributions and efforts. This recognition fosters a sense of appreciation and encourages them to enhance their performance in the organization. When employees are aware that their well-being is a priority for their employers, and that the company is committed to nurturing their career and personal development, they are motivated to work diligently and strive for excellence.

3 METHODOLOGY

3.1 RESEARCH DESIGN AND SAMPLING

This study was conducted at one of the Malaysian Technical University Network (MTUN) clusters in Malaysia. It involved 20 respondents comprising academicians who had served more than 11 years. The session at the Round Table Discussion was organized to discuss the issues that were highlighted in the survey data. Discussion topics covered the opinions and suggestions proposed by the respondents regarding the personal factors that contributed towards staff happiness.
4 RESULTS AND DISCUSSION

The shared descriptive raw data based on thematic analysis of personal individual factors that were proposed to contribute towards staff happiness is presented in Table 1. Based on the thematic analysis, personal economy (f=22) had the highest frequency indicating a contributing factor towards staff happiness at the workplace followed by personal appreciation (f=14), support system (f=13), workstation environment (f=10), and trust (f=9). All of the dimensions measured were the respondents’ responses as a contributing factor to their happiness at the workplace. This finding was in line with Isa et al., (2020) who found that most of the organizational factors such as support system, salary increase, rewards, being appreciated, staff-friendly facilities, and conducive working areas had an impact on staff happiness at the workplace.

Table 1

<table>
<thead>
<tr>
<th>Raw Data</th>
<th>Sub-theme</th>
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<tbody>
<tr>
<td>Minimum salary increased (7)</td>
<td>Personal economy (22)</td>
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<tr>
<td>Annually bonus (5)</td>
<td></td>
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<tr>
<td>Learning incentive to support staff (1)</td>
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<tr>
<td>Fair and square incentive to all staff (2)</td>
<td></td>
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<tr>
<td>Rewards based achievement (3)</td>
<td></td>
</tr>
<tr>
<td>Long distance allowance (2)</td>
<td></td>
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<tr>
<td>Being appreciated (11)</td>
<td>Personal appreciation (21)</td>
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<tr>
<td>Mutual respect (5)</td>
<td></td>
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<tr>
<td>Everybody has a right to decide (1)</td>
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<tr>
<td>Appreciation equal with punishment (1)</td>
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<tr>
<td>Career-enhancement opportunity (7)</td>
<td>Support system (13)</td>
</tr>
<tr>
<td>Opportunity for potential development (2)</td>
<td></td>
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<tr>
<td>Career development fair to all staff (2)</td>
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<tr>
<td>Job and hobby balance (1)</td>
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<tr>
<td>Freedom and comfort zone (1)</td>
<td></td>
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<tr>
<td>Release tension space (3)</td>
<td>Workstation environment (11)</td>
</tr>
<tr>
<td>Staff friendly facilities (3)</td>
<td></td>
</tr>
<tr>
<td>Rapport among staff (2)</td>
<td></td>
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<tr>
<td>Conducive area (2)</td>
<td></td>
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<tr>
<td>Interaction formal and informal (1)</td>
<td></td>
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<tr>
<td>Believe in God (5)</td>
<td>Trust (9)</td>
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<tr>
<td>Organize more event to strengthen spiritual (2)</td>
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<tr>
<td>Fair (2)</td>
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<tr>
<td>Pray at mosque (1)</td>
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</tbody>
</table>

A total of 75 answers from 20 respondents' opinions are displayed in Table 1, all of which emphasize that the respondents' personal economies have a significant role in their happiness. Most participants indicated that the 'monetary aspect' would significantly impact
employee contentment. Seven out of 20 replies requested a 'minimum salary increase', while five responses mentioned a 'year bonus'. Furthermore, several participants indicated that awards should be granted "based on achievement" (f=3) to maintain fairness in the organization's compensation system. There are two responses that emphasized providing a fair and equitable reward to all staff and two respondents requested a 'long distance allowance' for employees who lived far from the organization. Neo (2000) supported these findings, indicating that an individual's performance is significantly influenced by the salary compensation offered by the business. Akmal Umar (2014) discovered in his research that pay, work motivation, and employee job satisfaction had a substantial impact on employee performance. This study demonstrated that monetary factors impacted employee contentment, leading to increased job performance.

Personal appreciation shows the second highest rate with 21 responses. Most of the respondents (f=11) agreed that being appreciated will make employees happy and be recognized. As stated by Abdullah et al., (2016), psychological or intangible rewards (intrinsic) like recognition and appreciation play a very important role in motivating staff and raising their performance. Meanwhile, five out of 21 respondents stated that mutual respect will make them happy. However, only one (f=1) response on “appreciation equal to punishment” will affect the individual’s happiness. Most respondents do not agree that rewards should be equivalent to punishments. Nevertheless, occasionally, some perceive punishment as a form of reward for the more productive employees. Supporting this, Mambrasar et al., (2021) on their study revealed that punishment had a positive and insignificant effect on organizational commitment whereas the level of organizational commitment shown by employees is influenced by the punishment given.

The support system states that 13 responses affect an individual’s happiness with the highest citation being Career-enhancement opportunity (f=7). Organizations that are sensitive and provide programs or activities for employee career enhancement cause employees to feel their presence and competence are valued. In addition, the career development provided by the organization shows that the organization cares about the welfare of employees. Khatarina and Sagung Kartika Dewi (2020) claim that career development has a positive and significant effect on job satisfaction and employee performance.

Workstation environment noted down that release tension space and staff-friendly facilities has the highest rate to cause of individual happiness in the workplace (f=3). Followed by rapport among staff and conducive area (f=2). This data showed that individuals need a comfortable environment in terms of co-workers and facilities to feel happy in the workplace.
This finding is in line with the study done by Groen et al., (2019) who found that employee satisfaction with facilities correlates significantly with perceived productivity support.

Finally, the findings show that trust is an element that can influence the happiness of employees in the workplace with ‘belief in God’ stated as the highest rating (f=5). The finding assumed that there was a connection between ‘belief in God’ and increased levels of trust. This linkage may arise from the tendency of individuals with religious convictions to associate trustworthiness and kindness with a divine entity, potentially influencing their interactions with others, including within the workplace. Supporting this, Bal and Kökalan (2021) found that intrinsic religious orientation mitigated the adverse impact of burnout with regard to job satisfaction, whereas extrinsic religious orientation did not influence the negative association between burnout and job satisfaction. Nonetheless, this finding shows that religious orientation such as ‘belief in God’ has a positive influence on happiness. Due to that, the data show respondents suggest organizing more events to strengthen their spirituality (f=2) because they believe religion has a significant impact on a person’s spirituality and psychology (Przepiorka and Sobol-Kwapinska, 2018).

4.1 ANALYSIS FROM THE PERSPECTIVE OF PERCEIVED ORGANIZATIONAL SUPPORT THEORY

Perceived Organizational Support (POS) Theory identifies fairness, supervisor’s support, organizational rewards or appreciation, and job conditions as common antecedents. This theory provides a framework for understanding employees’ perceptions of the support they receive from their organization. Analyzing individual happiness through the lens of Positive Organizational Scholarship involves consideration of various factors.

Within the framework of Perceived Organizational Support (POS) Theory, personal economy can be considered under the category of antecedent rewards. Rewards, including fair compensation, benefits, and opportunities for advancement, are significant components of organizational support that influence employees' perceptions of how the organization values and supports them. Meanwhile, personal economy encompasses employees' perceptions of how the organizations support their financial well-being, including aspects like fair compensation, benefits packages, and opportunities for career growth. When employees feel that their efforts are rewarded and that they have avenues for advancement, it positively influences their overall job satisfaction and happiness. This is because a sense of financial security and recognition for their contributions fosters a stronger commitment to their work and a greater sense of fulfillment.
in their roles. In essence, when employees feel valued and financially supported by their organization, it contributes to their overall happiness and job satisfaction. Based on a study done by Noorazem et al., (2021), all rewards such as salary, bonuses, appreciation, and medical benefits have a significant impact on employees' performance.

Similarly, personal appreciation in POS refers to organizations acknowledging employees' contributions through recognition, praise, and rewards. When employees feel valued and appreciated for their efforts, it cultivates a positive work environment, fostering higher levels of happiness and job satisfaction. Recognized employees are more motivated and engaged, leading to increased productivity and retention rates. As highlighted in Paul's (2016) study, it was emphasized that when employees feel valued and respected for their dedication in the workplace, positive outcomes follow, such as increased employee engagement, reduced staff turnover, higher customer satisfaction ratings, and a stronger sense of motivation within the organization. Moreover, personal appreciation nurtures a culture of positivity and mutual respect, strengthening employees' commitment to the organization and enhancing overall workplace well-being.

In the framework of Perceived Organizational Support (POS) Theory, both the support system and supervisor support are interconnected concepts. The support system encompasses various resources available to employees, such as mentors, colleagues, and developmental opportunities, contributing to their sense of belonging and well-being within the organization. Supervisor’s support, as a part of this broader system, significantly influences employees' perceptions of organizational support. A supportive supervisor not only provides guidance and resources for employees to thrive but also enhances their overall perception of organizational support including tangible and intangible support. Smith's (2019) research discovered the impact of positive coworker interactions, supervisor-subordinate relationships, and social support on employee’s well-being and long-term commitment. Ultimately, the combination of a supportive support system and effective supervisor support fosters a positive work environment where employees feel valued, supported, and empowered to succeed.

The Workstation Environment, as a component of job conditions, is intricately connected to Perceived Organizational Support (POS) Theory. Job conditions encompass various tangible aspects of the workplace, including the physical environment, which directly influence employees' perceptions of organizational support. Specifically, the condition of the workstation, factors such as comfort, safety, cleanliness, and ergonomic design significantly impact how employees perceive the support provided by the organization. The study conducted by Palvatin et al. (2017) found that physical variables have an impact on individual and team
productivity including office lay-out and activity-based workplace (Candido et al., 2016), indoor climate, indoor air quality, and thermal comfort (Tarantini et al., 2017) and sound and noise (Reinten et al., 2017). A well-maintained and thoughtfully designed workstation reflects the organization's commitment to employee’s well-being, contributing to positive perceptions of organizational support. Consequently, employees working in such conducive environments are more likely to feel supported, valued, and satisfied with their jobs, thus reinforcing the link between the workstation environment and POS within the broader context of job conditions.

Trust in the workplace is deeply intertwined with Perceived Organizational Support (POS), resembling a sacred covenant reminiscent of religious faith. Just as believers place their trust in a higher power, employees entrust their faith in the integrity and benevolence of their organization, reflecting the core components of POS which include fairness, support, and commitment. When employees perceive their organization as prioritizing their well-being and fulfilling its commitments, it establishes a positive psychological contract, mirroring the reciprocity inherent in POS. From the point of view of POS, which influences employees' perceptions of organizational care and concern, this sacred bond shapes workplace interactions and decisions, guiding them with the same reverence reserved for matters of the spirit. Mousa and Alas (2016) also claim that the role of both spirituality and religiosity in the formation of trust between employees and managers is important. Thus, integrating religious elements into the understanding of trust in the workplace highlights its profound significance within the framework of POS, enriching the organizational culture with values of integrity, compassion, and commitment.

5 CONCLUSION

In support of the tenets of Perceived Organisational Support (POS) Theory, the results indicate that the personal economy and personal appreciation dimensions are among the most significant drivers of employee satisfaction. POS theory suggests that employees' views of organizational support impact their attitudes, actions, and overall well-being at work. When employees feel appreciated for their contributions and believe that the organization values their financial stability and rewards their efforts fairly, it improves their perception of organizational support.

These results highlight the significance of organizations using resources to enhance these aspects of perceived organizational support. Organizations should enhance employee recognition programs to ensure that efforts and successes are acknowledged and appreciated.
This may involve establishing formal recognition programs, offering consistent feedback, and cultivating a culture of thankfulness and appreciation in the workplace. Furthermore, organizations can improve assistance for employees' personal finances by providing competitive pay, benefits, and chances for professional progression. Offering equitable pay and chances for advancement promotes employees' welfare and strengthens their belief in organizational backing.

The findings highlight the importance of additional factors including support system, workstation environment, and trust in influencing employee happiness. To enhance the perceived organizational support, it is important to provide sufficient resources and support for employees, establish a positive and ergonomic work environment, and promote open communication and transparency to cultivate trust between employees and the organizations.

Ultimately, companies could enhance their workforce's sense of purpose, commitment, and well-being by focusing on the traits that the study identified as critical to employee contentment. This will also raise workers' opinions of the organization's support. This can lead to improved organizational outcomes such as increased productivity, reduced turnover, and a positive company culture. Organizational support and its influence on employee’s well-being can help establish more positive work environments that are in line with the goals of Sustainable Development Goal 3.

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