

# Healthcare Employee Well-Being and Work-Related Stress Factors: Evaluating the Mediating Influence of Perceived Organisational Support

S. K. Sindu Bharathi <sup>1</sup> and S. Sujatha <sup>1\*</sup>

<sup>1</sup> Faculty of Management, SRM Institute of Science and Technology, Kattankulathur, Tamil Nadu-603203, India.

**Corresponding author\*:** e-mail: sujathas@srmist.edu.in.

**ABSTRACT:** The exceptional crisis of the COVID-19 pandemic brought about immense hardships for health-care organisations to devise strategies ensuring their continuous survival. The front-line combatants in the COVID-19 outbreak primarily are health care providers. The impacts of mounting pressure on employees, which leads to burnout and greater turnover rates, are particularly concerning in the health care industry. Work-related stress factors and their impact on employee well-being have been the subject of extensive research during the last twenty years. Nevertheless, there is a dearth of information regarding the applicability of these findings to hospitals. This study aims to build a multi-level conceptual framework to examine how medical professionals' perceptions of organisational support affect their well-being and satisfaction on the job, with a special emphasis regarding how this support affects their ability to cope with work-related stress. We examined the consequences of workplace stress among healthcare professionals as an outcome of its factors and the organisational support offered to deal with the situation and build resilience for better productivity and well-being. Through the use of a structured online questionnaire distributed to 194 employees across various hospitals, data were gathered. The Smart-PLS Structural Equation Modelling using was then applied to test the model fit and evaluate the results. The framework presented suggests that perceived organisational support alleviates stress and promotes satisfaction with their work among employees. This points to the significance of healthcare organisations' responsiveness and support in enhancing the well-being of their employees and implies that these factors are critical in lowering stress and turnover rates in work settings.

**Keywords:** Employee wellbeing, occupational stress, perceived organizational support, healthcare professionals, stress management, job meaningfulness.

## I. INTRODUCTION

Owing to the dynamic pattern of people's lives it is imperative for organizations to redirect their focus on employee wellbeing in order to enhance productivity. During turbulent periods, for instance the Covid 19 pandemic, which has adversely affected people's life on a global scale in countless ways—including personally, physically, emotionally, economically, psychologically, and socially—this could garner particular consideration [1]. Job fulfilment for employees is greater when they perceive management to be supportive and respectful and reciprocate their gratitude by performing proficiently on the job. To provide support to their employees, organisations must develop and put into practice essential strategies and policies [2]. Additionally, one of the core concepts influencing an organization's performance is work related stress factors. A state of anxiety or mental strain brought on by an uncertain situation is known as stress. Excessive stress in our day-to-day lives may lead to burnout and depression at work, posing risks to our physical and emotional well-being [3].

The World Health Organisation declared the new coronavirus, which causes the sickness known as COVID-19, a worldwide pandemic on March of 2020. Since then, handling the COVID-19 pandemic has proven to be extremely difficult for medical professionals and healthcare systems around the globe. A number of studies investigated the psychological effects on healthcare personnel in relation to their level of proximity to the COVID-19 virus [4]. A higher risk of acquiring mental health symptoms was seen among healthcare staff directly engaged in providing treatment of COVID-19 patients, pursuant to these research [5]. Numerous studies that conducted comparisons among various categories of hospital employees reported inconsistent or contradictory findings. Due to their intimate contact with COVID-19 patients, medical personnel (doctors and nurses included) may experience more psychological anguish than those who handle administration, according to certain studies [6].

One major public health issue that is receiving a lot of attention is work stress. Workplace stress refers to people's bodily responses to having too many obligations at work. According to [7], it happens when a worker's physical and mental health are compromised because they are unable to handle the existing work environment. Occupational stress has grown to be a significant, intricate, and expensive concern in workplaces across the globe in recent decades [8]. The International Labour Organisation (ILO) claims that the effects of globalisation and the worldwide economic downturn have had a significant impact on the workplace, increasing demand and causing stress and related concerns. In this regard, the main factor for absenteeism among employees in the United Kingdom is stressful circumstances. Nearly fifty percent of those employed in the European Region considered stress to be "prevalent." 83 percent of American workers claim to be stressed out at work. Workplace stress has a significant impact on economies in addition to its effects on workers' well-being and health [9].

As demonstrated earlier, stress on the job is considered to be a detrimental aspect of the working atmosphere that has the potential to seriously jeopardise individuals' wellness and cause medical impairments on a global basis. The relevance of promoting and preventing mental illness in the workplace globally has been recognised by the WHO (World Health Organisation) as a consequence of this concern. POS, or perceived organisational support, is a crucial factor in the interaction between workers and their employers. It has enormous implications on maximising worker satisfaction and staying in line with the goals of the business [10]. POS is a concept that refers to the overall perception individuals have concerning the degree to which an organisation values their overall well-being and cherishes what they have accomplished [11] define POS by acknowledging and promoting personnel who exhibit inventiveness and generate distinctive thoughts.

Additionally, POS can have domain-specific content, such as the extent to which the organisation is perceived as family-supportive by its employees, or family-supportive organisational opinions, or FSOP. Expanding on this study's results, we describe organisational workplace-family aid as the belief that the employer (a) values the potential of its workers to successfully fulfil job and family obligations together and (b) creates a nurturing work atmosphere by offering a mix of direct and indirect workplace-family resources.

An organization's most valuable and experienced employees are its backbone, according to [12]. For businesses, retaining those employees aboard remains imperative. Retention of employees may be achieved by creating a work atmosphere that is encouraging, motivating, and emphasizes teamwork. The definition of an encouraging and supportive work environment includes an employee's perception of their organization's support. Employers value an employee's approach greatly. As a result, businesses ought to make significant investments in initiatives like these that raise employees' perceptions of organisational support [13].

When an organisation provides benefits to its employees, they have a mutually accepted commitment to return the favour in exchange. Professional dedication to accomplishing business objectives develops as a result of it [14]. Perceived organisational support has become extremely important for organisations in the modern, competing context. Employee perceptions of how much the organisation values their contributions to the company and takes into account their overall well-being can be used to define POS [15].

Employees are guaranteed that they will be provided with the assistance they require from their employer and are unlikely to be left to themselves whilst challenging periods. More importantly, it incorporates the organisation that provides assistance to individuals regardless of favourable and unfavourable circumstances. This demonstrate that the concept of perceived organisational support has its roots from organisational support theory [16]. According to them, employees consider organisational support on the ba of the conviction that a business and its workforce have productive collaboration.

To strengthen organisational commitment and exhibit and promote organisational goal behaviour, employees must first perceive that their employer encourages their efforts [17]. Therefore, organisational support is typically discussed on the standpoint of perception by researchers. Employees might work in a setting that reduces their stress levels when there is aid from their peers. Employers who offer employees greater organisational support—that is, more creative tools, resources, and working conditions—will see an increase in employee dedication and cooperative conduct, which will promote business innovation [18].

India's economy is predicted to grow at one of the highest paces in globally in terms of GDP, and it will be ranked third internationally by 2050 [19]. Hospitals in India are placing an emphasis on excellence above survival as the country's healthcare industry grows significantly. It attempts to fill the gaps in important domains like technology, process, and people's well-being. Reaching these objectives will involve overcoming a number of significant obstacles, one of which being employee burnout. This is a result of organisations not placing enough emphasis on employee well-being, which causes extreme stress and ultimately leads employees to quit their current positions.

Extensive theoretical and research attention has been paid to work related stress. Whenever a person perceives the external demands of their job as stressful or above their capabilities, work stress emerges [3]. The National Institute of Occupational Safety and Health (1999) defines job stress as a negative physical or emotional response that occurs when an employee's requirements, capabilities, and resources are not met by the demands from their job. Organisational resilience relies on the provision of efficient assistance to frontline healthcare professionals [47]. Nevertheless, there aren't many research on how employee well-being enhances when their employer may offer them specialized assistance. Additionally, the importance of meaningful work and its impact on workers' well-being are assessed.

The current scenario calls for prioritising employee retention and making them beneficial for both the organisation and the individual. Long-term staff retention depends largely on developing and putting into action the required initiatives and employee-friendly policies. The efficient use of human resources can lead to increased employee retention. As a result, organisations must prioritize retaining these employees. Perceived organisational support is one factor that contributes to an organization's effectiveness and ability to inspire its workforce. Healthcare employees' perceptions of organisational support were understudied in relation to the COVID-19 epidemic, despite the abundance of literature on stress in the workplace. People express their gratitude to organisations in a variety of ways and report higher levels of job satisfaction. Professionals with POS inherently feel obligated to contribute their socially emotional energies to both the organisation and their profession. As a result, they are extremely devoted and content with their position and organisation.

The purpose of this research is to add to the existing body of knowledge on this subject while simultaneously exploring the relationship between healthcare personnel's perceptions of organisational support and their well-being and lessening of stress on their job. Consequently, the current study attempts to address the following objectives:

- To examine the impacts of work related stress factors on the well-being of the employees
- To determine whether perceived organizational support mediates the relationship between work related stress factors and employee wellbeing?
- To investigate whether the association between workplace stress variables and perceived organisational support is moderated by the meaning of an employee's position.

## II. LITERATURE REVIEW

In an effort to comprehend the relationship involving employee well-being and (POS), we make use of organizational support theory.

Employees constitute an overall opinion about the degree to which the organization amounts their contributions and is concerned for their well-being, according to organizational support theory [30]. Organizations may better meet the social and emotional needs of their employees and assess the benefits of extra effort on the job with this perspective. POS will foster a greater feeling of accountability among employees, and they are likely to feel more involved in the prosperity of the business. Furthermore, they

would have the belief that their efforts would be recognized and rewarded if they presented an improved performance.

### 1. *WORKPLACE STRESS FACTORS*

Workplace stress is characterized as a feeling of discrepancy between expectations from the workplace and employees' own capabilities to meet these expectations [20]. The European Commission (2002) described workplace stress as an emotional, cognitive, and behavioural structure that adversely impacts organizations and the work itself, resulting in physiological consequences. Job stress is thought to be one of the factors that affects employee performance in addition to influencing various activities in the workplace [51]. The goals of creating a balance between work and personal life, raising job satisfaction, and minimizing stress at work are all in line with what people prefer from life. Consequently, research is being done on workplace stress as one of the factors influencing workers' performance in organizations [21].

Research suggests that the primary stressors for healthcare workers (HCWs) include factors like extended patient contact, excessive workloads, clinical process execution, interacting with patients who are terminally ill, handling emergency situations, and working extended night hours. Extended exposure to these circumstances might lower the standard of patient care and cause HCWs to become weary, depressed, and absent from work [22]. Disregarding the consequences of work-related stress can cause irreversible harm to the organization's human resources, which will eventually impact employee performance [23].

The study's findings showed that work-related stress has a major detrimental impact on employees' well-being, which in turn caused inefficient job performance and burnout [52]. Hence the following hypothesis is proposed.

**H1:** Work related stress factors is negatively related to employee well-being.

Several significant workplace stressors that impact the well-being of employees include:

### 2. *ROLE OVERLOAD*

Employees who perceive they have been given an excessive amount of work and not enough time to do it are prone to experience workplace-role overload [24]. When faced with such high job expectations, employees often turn to interdomain transitions, such as moving sources from a single domain (the "accommodating" domain) to the next (the "overloaded" domain), as an immediate coping technique. Workplace stress can extend to other areas of an employee's life and make it more difficult for them to fulfil responsibilities outside of work, which puts them in a precarious situation where they must balance their personal and professional lives [53].

### 3. *ROLE AMBIGUITY*

When responsibilities are inadequately defined by the organization or are unclear, people have to deal with ambiguity about their roles. Role anticipation causes the individual's performance to diverge. The primary cause is the ambiguity surrounding the role's requirements [54]. Therefore, in order to ensure that someone matches the requirements of their position, role ambiguity is defined by researchers as a lack of appropriate information. When a worker lacks the necessary knowledge about their responsibilities, job ambiguity becomes a problem [25].

### 4. *ROLE CONFLICT*

When there are disparities in the expectations of various jobs, role conflicts arise. Role conflict arises when an individual fulfils requirements that are not aligned with their job duties, whether they are for one or more roles [55]. This incompatibility generates unpleasant emotional reactions. Employees who are forced to undertake tasks they dislike and believe are not part of their work and who encounter incompatible job requirements are said to be in role conflict [26].

## 5. *WORK FAMILY CONFLICT*

Work-family conflict can be conceptually characterized as the belief that obligations to one's family and job clash and make it difficult for one to perform them both [27]. In essence, work conflict arises when people put more effort into meeting work needs than family demands, or vice versa. This might result from work obligations interfering with personal time, such working extra hours to fulfil job requirements, or from expectations placed on the family when a family member becomes unwell [56, 57].

## 6. *JOB SATISFACTION*

The degree of happiness associated with one's work, as well as an employee's positive and negative attitudes towards it, are known as job satisfaction [28]. It is widely acknowledged that an organization's overall success and productivity are largely dependent on how well its people perform. Increased productivity is dependent on employees' job satisfaction. Previous research has demonstrated that when an employee is contented, he will give his all to meet the goals of the organization. Highly satisfied employees typically exhibit greater productivity, commitment, timeliness, and life satisfaction [58].

## 7. *WORKING HOURS*

Extra hours worked beyond standard business hours in a week is referred to as long work hours. Extended work hours might seriously compromise an employee's health in addition to robbing them of their break time. Long work hours are recognized to negatively impact health, as seen by the rise in cardiovascular illnesses, diabetes, and hypertension [59]. Additionally, extended work hours are linked to negative mental health outcomes such depression stress in the workplace, and job burnout. Consequently, extended workdays have emerged as a significant determinant of the physical and mental well-being of the workforce [29].

Shortening hours at work can therefore be an effective approach for lowering rates of depression and occupational stress. Additionally, it will be a useful strategy for lowering depression because it will cut down on working hours and avoid pressure at work [60].

## 8. *PERCEIVED ORGANIZATIONAL SUPPORT AS MEDIATOR*

The extent to which staff perceive the views of their managers concerned about both their personal and professional requirements is known as Perceived Organizational Support (POS). How much do they put their contributions to the organization into proper consideration and foster an environment that is supportive of them [16]. Organization trust is another factor that contributes to perceived organizational support in an organization. It is the norm for business relationships, in Gouldner's opinion, that characterize organizational trust. Employees feel that their employer has faith in them to do their jobs well in this situation [61]. Through their excellent work and steadfast devotion to the organization, they repay it. "Where there is trust, there is the feeling that others will not take advantage of another." Trust is essential for the proper execution of organizational tasks. Maintaining connections based on trust is not only imperative for the organization, but also vital [62].

As a result, it is feasible to state that POS encourages positive behaviour and attitudes in workers, which benefits the organization. One may argue that POS has completely separated into its own idea. Its attributes are entirely distinct from those of other conceptions [63].

**H2a:** Perceived organizational support has a positive impact on employee well-being.

**H2b:** Employee wellbeing as well as workplace stress factors are mediated by perceived organizational support.

## 9. *JOB MEANINGFULNESS AS MODERATOR*

Research has indicated that while workplace stress variables have a recognized tendency to increase emotional exhaustion, job meaningfulness serves as a substantial protective factor against this detrimental

impact [31]. Job meaningfulness is the sense of purpose that one derives from their work. People get apathetic and detached from their work if they don't believe it has any significance for them. Recent studies have indicated that having a meaningful job can mitigate the detrimental impacts of stress associated to one's job [64]. With meaningful work, you can lessen the impact of failed promises on your desire to quit. It further provides a sense of purpose that helps employees cope better with stressors [49].

As previously said, doctors who believe that their work conflicts with their personal lives may choose to devote more of their time and energy to resolving family matters. This reduces their availability for work-related tasks, which in turn leads to heightened levels of stress and emotional fatigue [65]. Enhanced job relevance might shield physicians from employment-related stress factors because it accomplishes several of their key psychological needs (belongingness and purposefulness) and strengthens their capability to manage their emotions at work. Considering this, physicians who hold a greater significance on their profession are generally more inclined to engage in job-related pursuits in order to enhance their sense of fulfilment and self-worth, even in the face of associated expenses or resource losses brought on by work-related stress [66].

**H3:** Job meaningfulness moderated the relationship between job related stress factors and perceived organizational support.

## 10. EMPLOYEE WELLBEING

"Everyone understands the meaning, but nobody can give a precise definition" is how the word "employee wellbeing," is defined. The entirety of a worker's efficiency and expertise in the workplace might be considered their overall level of well-being. Employee well-being has become more important since it greatly impacts employee performance. Employee well-being encompasses an employee's entire state of mental, physical, emotional, and financial well [32].

Their connections with colleagues, the choices they make, and the tools and resources at their disposal are just a few of the variables that affect it. Hours worked, wages, and workplace safety all affect how happy employees are. Positive emotions and overall job satisfaction are subjectively perceived as aspects of workplace wellbeing. Research indicates that employees with high well-being devote more time and energy to their work [67]. Inadequate psychological well-being, exemplified by low mood, anxiety, and exhaustion, is linked to a decline in cognitive capacities and a greater inclination towards unfavorable or superfluous information [68]. More research on the relationship between organizational support and worker well-being has been conducted recently, and the results underline the dire need for enhanced interventions in healthcare contexts [47]. The organization and the employee may both prosper from fostering wellbeing.

## MATERIAL AND METHOD

To gather information, a self-administered survey employing the "Questionnaire" method was carried out. Questionnaires is among the most crucial tools for data collection. This study's questionnaires were divided into five components. With the exception of a few number that were mailed or transmitted over email, the surveys were primarily delivered by physically visiting the hospitals. On a 5-point Likert scale, 1 represents strongly disagree, and 5 represents strongly agree. The responses were assessed using this method.

### 1. DATA COLLECTION

For the purpose of ensuring that the sample is both diverse and representative, simple random selection was utilized to choose participants from multiple departments inside the hospitals. The research deployed a structured online questionnaire to acquire primary data from physicians working in private hospitals in Chennai. Chennai is a booming metropolis with excellent medical services. The establishment caters to the varied requirements of patients from all over the world by utilizing innovative technologies, competent medical professionals, and sophisticated infrastructure. The collection of data took place between the months

of January and March in the year 2024. Secondary data was obtained from published sources such as books, journals, and electronic hospital records.

Among a pool of 250 questionnaires distributed to the employees at multiple hospitals in Chennai, India, 194 valid responses have been chosen for the research's sample. An online English questionnaire that was disseminated through social media and personal groups has been comfortably completed by participants. The respondents were guaranteed the privacy of their answers, and no personal information was requested of them. As a result, the respondents' anonymity was maintained. Sample selection was conducted to eliminate unfinished entries, biased responses and large outliers in order to obtain an optimal sample size.

## 2. RESEARCH DESIGN

A 5-point Likert-type rating (one being strongly disagreed, and five being strongly agreed) was used by those taking part to indicate their answers to each criterion. Initial steps in the two-stage process included determining whether or not the measurement model possessed internal consistency reliability, convergent validity, and discriminant validity. Subsequently, the hypothesized relationships between constructs were assessed by evaluating the structural model.

The measure known as the Job Stress Scale was established [33]. 13 items are used in the measure to evaluate job stress in two different ways. There are two dimensions to time stress: the first is anxiety (feelings of being under constant strain) and the second is job-related distress. A condensed form of the Job Stress Scale, with only nine items, was employed for the current study.

The eight-item [34]. Scale was employed to measure the perception of organizational support. When asked how much they believed the organization supported them, employees answered on a scale based on five Likert points.

The three-item scale (a representative group items: "The work we do is meaningful" and "The work we do is very important") was used to ask participants to rate the significance of their occupations [35].

Worldwide, the World Health Organization's Well-being Index (WHO-5) is widely employed as an assessment tool to assess psychological well-being and measure subjective well-being [36].

**Table 1.** Study items on the questionnaire

S No	Construct	Items	Sources
1	Workplace stress factors	13	<i>Parker, D.F., DeCotiis, T.A. (1983)</i>
2	Perceived Organizational Support	8	<i>Eisenberger, R et al. (1997)</i>
3	Job Meaningfulness	3	<i>Spreitzer, G. M. (1995)</i>
4	Employee Wellbeing	5	<i>Topp et al., 2015</i>

Source: Prepared by Authors (2024)

## III. DATA ANALYSIS

All of the scales' Cronbach's alpha values were higher than the 0.7 threshold, demonstrating strong internal consistency, which is a prerequisite for establishing construct validity and reliability. Further work was carried out to verify the construct validity through confirmatory factor analysis (CFA). The thirteen work-related stress factor measures, seven perceived organizational support items, three meaningfulness of job items, and five employee wellbeing questions were all analyzed using varimax rotation principal component analysis. In the KMO test of sampling adequacy, the sample was deemed sufficient for further

analysis based on the results for work-related stress factors (0.864), perceived organizational support (0.769), job meaningfulness (0.801), and employee wellbeing (0.795).

**Table 2.** Descriptive data

Dimensions	AVE	WRS	POS	EWB	JM
WRS	0.832	0.816			
POS	0.855	0.293	0.910		
EWB	0.812	0.337	0.608	0.866	
JM	0.805	0.385	0.543	0.497	0.918

Source: Prepared by Authors (2024)

Data that are descriptive are shown in Table 2, including the mean, the standard deviation, and the correlation. In every relation, there is a positive correlation, and the statistics reveal that there is an acceptable amount of variation. The diagonal in Table 2 indicates that there are no anomalies regarding the similarities between the constructs. It was determined whether or not the structural model analysis was carried out if all four metrics revealed satisfactory indices.

### 1. DEMOGRAPHIC PROFILE

For the purpose of this study, the sample consisted of medical professionals working in multi-specialty hospitals located within the city of Chennai. The following tables provide a description of their demographic classification. **Table 3.** Sample Characteristics (Gender)

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	136	70.1	100.0	100.0
Missing	Female	58	29.9		
Total		194	100.0		

Source: Prepared by Authors (2024)

Table 3 shows that 136 men (about 70%) and 58 women (30%) made up the sample. As seen in Table 3, 140 respondents (72%) are between the ages of 31 and 35. Table 5 indicates that 154 respondents held postgraduate degrees, whereas over 40 respondents (21%) had only completed their bachelor's degree. Based on the length of service shown in Table 6, it was found that 53.6% of employees have more than 12 years of experience.

**Table 4.** Sample characteristics (Age)

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21 – 25	2	1.0	1.0	1.0
	26 – 30	28	14.4	14.4	15.5
	31 – 35	140	72.2	72.2	87.6
	36 – 40	18	9.3	9.3	96.9
	41 - 45	6	3.1	3.1	100.0
Total		194	100.0	100.0	

Source: Prepared by Authors (2024)



**Table 5.** Sample Characteristics (Educational Qualification)

		Educational Qualification			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Graduate	40	20.6	20.6	20.6
	Postgraduate	154	79.4	79.4	100.0
	Total	194	100.0	100.0	

Source: Prepared by Authors (2024)

**Table 6.** Sample Characteristics (Length of Service in Employment)

		Length of service in employment			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3-5 yrs.	24	12.4	12.4	12.4
	6-8 yrs.	22	11.3	11.3	23.7
	9-11 yrs.	42	21.6	21.6	45.4
	Above 12 yrs.	104	53.6	53.6	99.0
	Up to 2 yrs.	2	1.0	1.0	100.0
	Total	194	100.0	100.0	

Source: Prepared by Authors (2024)

Due to PLS-SEM's increasingly popular advanced estimations [37, 38] this has been utilized in recent studies to assess data. PLS is thought to be more appropriate for analysis as confirmed by [39], while the research made an effort to predict and clarify the constructs. In an attempt to ascertain the constructs' reliability and validity, discriminant validity, convergent validity, and internal consistency reliability were examined. As previously said, technology is utilized to get particular results while lowering sample size and data normality concerns.

A two-stage procedure was suggested by the PLS-SEM research [40], which was used in the research to analyses the results. Internal consistency reliability, convergent validity, and inter-item reliability were evaluated in the first phase of the PLS-SEM technique by closely analyzing the metric component. Following this, the structural framework was analyzed to determine the hypothesized relationships among the constructs [41].

## 2. RESULTS FROM PLS SEM

For the purpose of data analysis, the structural equation modelling (SEM) approach was chosen. There were four different metrics that were used to evaluate the measurement model. These included convergent and discriminant validity, as well as indicator and concept reliability. Evaluating the loading of each item through the use of confirmatory factor analysis was the first step in determining the reliability of every indicator. For the purpose of maintaining higher reliability, items with loadings greater than 0.70 were retained. A small number of items that were discovered to have a loading value that was less than 0.7 were eliminated from the model. Secondly, the construct reliability was evaluated by utilizing the composite reliability (CR) and Cronbach's alpha ( $\alpha$ ) in this evaluation process.

In order to provide substantial construct consistency, the current literature suggests that both measures be more than 0.70 (Hair et al., 2019). Table 4 shows that CR varied between 0.840 and 0.950, while  $\alpha$  varied between 0.761 and 0.941. These metrics point to a solid consistency in the construct. Third, the average

variance extracted (AVE) was taken into account in order to prove convergent validity. Fornell and Larcker (1981) and others have shown that AVE values greater than 0.50 suggest strong convergent validity, which quantifies the amount of variance captured in a construct.

This study employs PLS-SEM in order to fulfil its objectives. The results of a path coefficient are presented in Table 8, and the T-statistics representation of the values of the path coefficient are shown in Figure 2. In light of these findings, the significance and magnitude of the link between the variables under investigation are brought into focus.

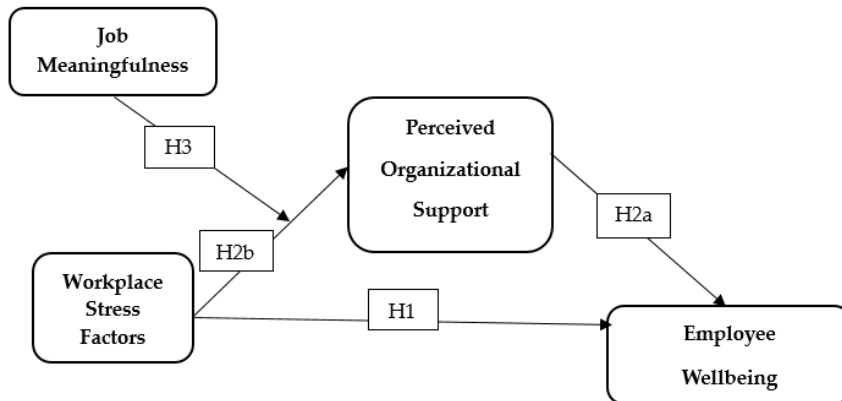


FIGURE 1. Conceptual Framework of the study

Source: Prepared by Authors (2024)

The overall variance, or R2, of the study model is depicted by the structural model shown in Figure 2. According to the R2 value of 0.884, roughly 88% of well-being can be explained by all predictors. Work-related stress variables account for 88.4% of employee well-being and 88% of perceived organizational support, respectively, according to R-square metrics.

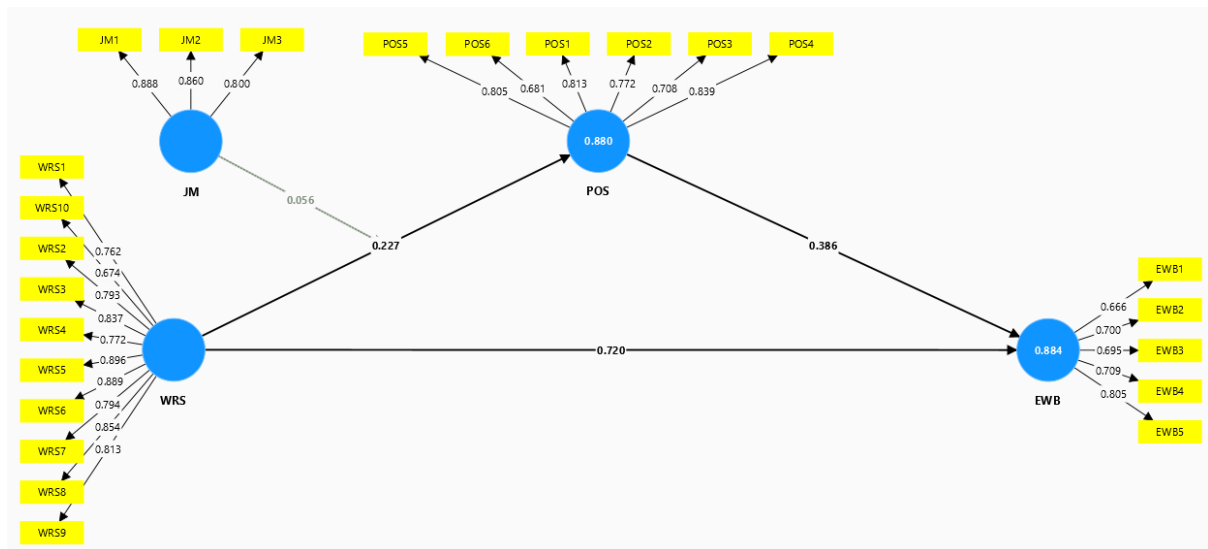


FIGURE 2. PLS SEM analysis

Source: Prepared by Authors (2024)

**Table 7.** PLS indicators and measures

Construct/indicator	Outer loading	AVE	CR	Cronbach's alpha
Work related stress		0.658	0.950	0.941
WRS1	0.762			
WRS2	0.793			
WRS3	0.837			
WRS4	0.772			
WRS5	0.896			
WRS6	0.889			
WRS7	0.794			
WRS8	0.854			
WRS9	0.813			
WRS10	0.674			
Perceived organisational support		0.596	0.898	0.863
POS1	0.813			
POS2	0.772			
POS3	0.708			
POS4	0.839			
POS5	0.805			
POS6	0.681			
Job meaningfulness		0.723	0.886	0.808
JM1	0.888			
JM2	0.860			
JM3	0.800			
Employee wellbeing		0.513	0.840	0.761
EWB1	0.666			
EWB2	0.700			
EWB3	0.695			
EWB4	0.709			
EWB5	0.805			

Source: Prepared by Authors (2024)

#### IV. DISCUSSION ON RESULTS

Healthcare facilities attribute their continued existence and growth to their personnel, who are indispensable assets. This study found that employees' perceptions of organizational support had a substantial positive effect on their well-being, happiness, and job satisfaction. This demonstrates how vital organizational support is for lowering stress and turnover rates in the healthcare industry and how important it is for enhancing the well-being of healthcare employees. When employees feel well-supported by their employers, they are more likely to put their own resources into helping the organization reach its desired objectives [42]. Particularly, the COVID-19 pandemic has left a likelihood to induce fatigue in workers, which can have a detrimental effect on their health and productivity [43]. Reducing stress in the workplace has been an area of intense interest for both academics and industry professionals [44]. Yet, the connection between stress in the workplace, employees' perceptions of organizational support, the significance of their work, and their well-being as a whole has not been adequately explained by prior studies. Employers owe it to their employees to take their wants and interests into account. In addition to monetary compensation, companies ought to offer incentives and glowing reviews to workers if they intend to meet their needs [45]. The findings of the present investigation are as follows:

Managers, officials, and employees may be required to work in extremely demanding environments in the quest of organizational excellence; thus, it has been observed that they are under a great deal of stress. Since employee stress is known to significantly impair business productivity, many organizations seek to lower it. Numerous health-related initiatives such as dietary plans, stress management seminars, exercise regimens, smoking cessation programmes, and employee assistance programmes have assisted tens of thousands of workers in managing their stress levels. They should concentrate on the unique aspects of each local working scenario while assisting employees in creating healthy lifestyles and coping mechanisms.

We have incorporated work-related stress variables, perceived organizational support factors as mediator, and job meaningfulness as moderator in light of previous research, with an emphasis on their impact on the outcome variable of employees' well-being. The results show a favorable relationship between work-related stress indicators and perceived organizational support. It can be deduced from this that the levels of stress experienced by workers decrease when they are provided with sufficient assistance from their employers, which in turn increases the amount of support they provide to the organization. In addition to increasing fulfilment with life, beneficial effects, and a purpose, respondents claim that meaningful employment reduces anxiety, anger, and depression. They are also more likely to believe that they are living a calling and reporting better levels of job satisfaction in the work domain. Consequently, increasing well-being and facilitating day-to-day functioning may benefit from meaningful job.

The relationship between an individual and their work environment is what causes workplace stress. Stress can be brought on by things that happen outside of the office, like family issues, taking on a second job, or having poor mental or physical health. Occupational stress is "a condition arising from the interaction of people and their jobs and characterized by changes within people that force them to deviate from their normal functioning". Employee dedication to the organization and individual's mental and physical well-being is profoundly affected by workplace stress. Many factors are frequently associated with workplace stress, according to the American Institute of Stress (AIS). Position overload, unclear roles, conflicting roles, conflict between work and life, fulfilment at work, insufficient recognition or compensation for a job well done, and—above all—growing expectations to finish tasks requiring lengthy workdays are some of these causes.

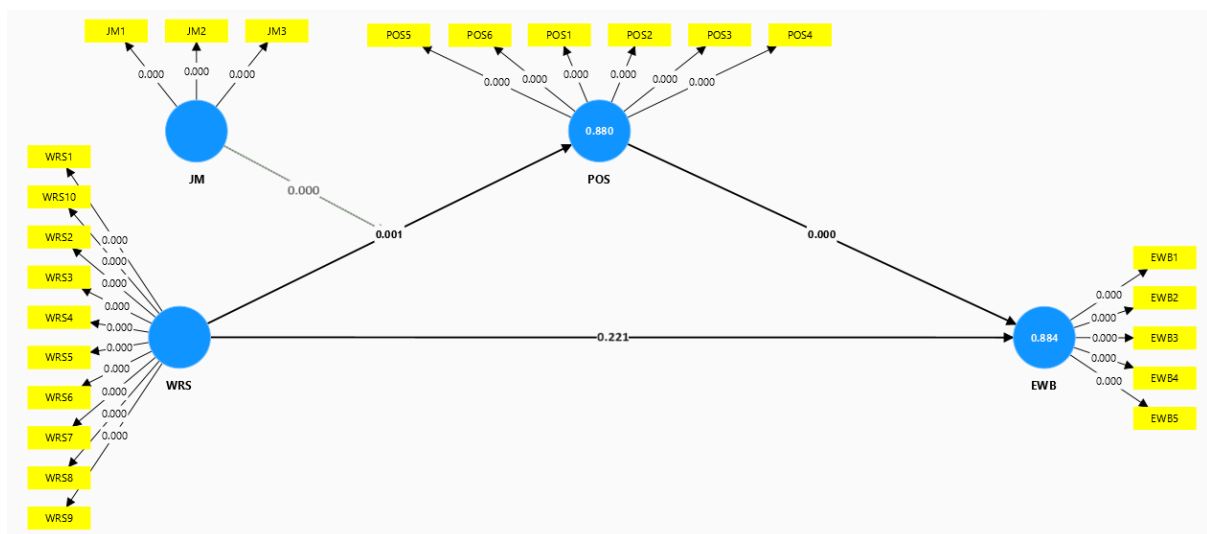


FIGURE 3. PLS SEM bootstrapping

Source: Prepared by Authors (2024)

Results additionally determined that there was a positive relationship between perceived organizational support and employee well-being. In essence, when employees perceive kindness and encouragement from their managers, they are more likely to be actively involved in their work, leading to improved productivity and reduced job-related stress. The positive association between job meaningfulness and POS indicates the extent to which an individual perceives their job to be meaningful, advantageous, and lucrative.

It is discovered that there is little to no correlation—a negative correlation—between employee well-being and stress related to the workplace. This suggests that stress at work has an adverse effect on the well-being of employees. Employees who are under stress for a multitude of reasons show detrimental effects on their career performance as well as their personal and professional well-being. In the case of work-related stress variables, the p-values that were obtained was 0.227, which suggests that there is a detrimental effect of the impact of stress on the well-being of the employees. As a result, the hypothesis that was proposed was rejected. Workers who say they are "overworked" are more likely to indicate signs of despair and stress, as well as express poor well-being and inadequate self-care. Prolonged and severe stress can pose a significant risk to an employee's overall well-being. Rising levels of stress conduce to a downturn in worker efficiency, including decreased productivity, heightened workplace safety issues, intensified mishaps, and higher rates of absences from work, all of which incur additional expenses for their organizations.

**Table 8.** Description of the Validation of Hypotheses

Path	Relationship	ST.DEV	T - statistics	P values	Remarks
WRS → EWB	Direct	0.063	1.207	0.221	Not Supported
POS → EWB	Direct	0.094	2.794	0.000	Supported
WRS → POS	Direct	0.132	3.835	0.001	Supported
WRS→POS→EWB	Mediation	0.126	2.926	0.003	Supported
JMSxWRS → EWB	Moderation	0.074	3.916	0.000	Supported

Source: Prepared by Authors (2024)

Significant correlations have been found between workplace stress and employees' views of organizational support, indicating that employers value their contributions and have concern regarding their well-being. Work related stress variables when supported by job meaningfulness shows positive correlation on perceived organizational support implying meaningful work.

We discovered that POS had a direct impact on employee well-being alongside to the indirect impacts. This study indicates how assistance may enhance worker well-being. Thus, it makes sense to research how POS affects worker well-being. Consequently, organizations may establish employee support programmes that help improve the well-being of their workers. Employee assistance initiatives are widely recognized as a primary means to enhance the overall welfare of employees. Furthermore, employees who experience strong organizational support might believe their organization shall offer measures to prevent stress. Employee well-being will get better with these approaches.

## V. MANAGERIAL IMPLICATIONS OF THE STUDY

The literature on occupational or job stress variables and the role that perceived organizational support plays in amplifying the impact of job meaningfulness on employee wellbeing is enhanced by this study. According to the findings, learning leaders in organizations can use these insights to create and implement employee well-being interventions that foster relevant, supportive leadership behaviours in their team. These behaviours should help employees find meaning in their work, which will increase employee engagement and, eventually, improve performance. Although certain studies indicate a favorable correlation between worker satisfaction and output, further research in the near future will provide clarity on the predictive

validity of the current tool regarding worker productivity. As an instance, one way to alleviate stress is for employees and managers to have periodic meetings where they may talk about workload and receive assistance. Further ways to improve workers' well-being and satisfaction include providing them with access to mental health services and more adaptable work schedules.

The conclusions of this study are applicable to a wide range of sectors, despite the fact that the study focuses on the healthcare industry. For instance, in the technology industry, giving employees challenging tasks that are in line with their interests and skills can help them feel more purposeful in their work and lessen the likelihood that they will experience burnout.

In light of this, the study highlights the significance of giving employees meaningful work that fits within their circumstances. HR managers may create a business case for providing employees with meaningful work through individualized attention using these findings as a foundation. There are, however, a number of obstacles that managers can encounter, including employees who are resistant to change, constraints on the available budget, and the requirement for ongoing training and the development of supporting leadership practices.

The two important indicators listed below should be used by organizational leaders to establish a productive workplace environment.

1. Employees' sense of wellbeing is influenced by their perception of the relevance and worth of their employment and their positions;
2. When it comes to maintaining employee wellness and helping employees feel that their positions and tasks are personally important and meaningful, perceived organizational support is crucial.

## VI. LIMITATIONS, FURTHER RESEARCH AND CONCLUSION

It makes sense that a few restricting variables would have had an impact on the outcomes. Firstly, it's important to note that, in addition to implications connected to wellbeing, issues related to the job stress experienced by physicians may also have a substantial impact on individual or professional outcomes. These factors should be taken into account simultaneously in future research. Ultimately, even though we discovered that POS is a crucial tool for job seekers, what matters most is how each individual perceives their employer's appreciation for their efforts and concern for their welfare. High-level variables like organizational support climate and multilevel modelling will be necessary in the future to validate the current study's findings.

Research has shown that industry managers and scholars alike are increasingly discussing employee well-being as a critical and popular topic in organizational affairs. We arrived at a conclusion after looking at the associations among stressors associated to the workplace, employee well-being, perceived organizational support, and job meaningfulness. The outcomes of the study indicate that putting employee well-being policies into place can significantly affect how motivated employees are to work effectively and contribute totally, which will eventually improve organizational performance. Research results highlight how vital it is for business organizations to encourage employee-friendly practices within their HRM procedures. Additionally, implementing such policies and supporting staff members adequately might help them perform better and cope with the stress that's associated with work.

This means that the research will validate the newly created employee wellbeing metrics by [46]. The relationship between stressors related to the workplace and healthcare worker' well-being is being illustrated through the development of an integrated model. In order to help managers and practitioners understand and carry out employee well-being initiatives in organizations, this study will provide the groundwork for further research.

The present research indicates a strong correlation between elevated levels of organizational support and enhanced workforce well-being, as well as lessened workplace stress. Consequently, this gives rise to stronger employee well-being. Organizations ought to cultivate a conducive work environment in order to mitigate

undesirable emotions experienced by employees. Hence, it is imperative for the organization and its HR experts to implement favourable policies that provide aide to employees.

Based on the results of this study, it appears that the level of assistance an organization provides to its employees has a direct impact on their well-being. Organizational support not only aids employees in alleviating their stress, but also generates healthy interaction between their professional and personal domains. Organizational support is crucial for enhancing well-being and decreasing work-place stress factors, ultimately leading to strengthened employee well-being.

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### Author contribution

All authors made an equal contribution to the development and planning of the study.

### Conflict of Interest

The authors declare no conflicts of interest.

### Data Availability Statement

Data are available from the authors upon request.

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