

Determinants of Perceived Organizational Support on Employee Performance through Employee Retention and Psychology Well-Being in Profit Organisation

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ABSTRACT

Employees feel supported by their organization, so they are more likely to remain committed and engaged, leading to higher retention rates. Perceived organizational support (POS) significantly influences employee performance through its impact on employee retention and psychological well-being. POS foster a positive work environment that enhances employees' psychological well-being, resulting in improved job satisfaction, reduced stress, and increased motivation, all of which contribute to higher performance levels. Therefore, organizations should prioritize building and maintaining a supportive workplace culture to optimize employee retention and well-being, ultimately leading to enhanced performance outcomes. When employees perceive their workload as manageable and fair, they are more likely to perform well. Excessive workload can lead to burnout, stress, and decreased performance. Distributive justice, which refers to the fairness of outcomes, such as rewards and recognition. Hence, this paper aims to review the literature on employee performance and its impact, particularly in profit organizations. The study also identified many other variable have causal effect on relationship between employee retention and psychology well-being. Finally, this study provides practical implications for practitioners and theoretical implications researchers as an array of progressive areas for future endeavours.

Keywords: Perceived Organizational Support, Work Load, Distributive Justice, Employee Retention, Psychology Well-Being, Employee Performance

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I. INTRODUCTION

In the rapidly changing working environment of the 21st century, work-related persistent push is getting to be an expanding wellbeing chance for benefit association as a entirety and is on the rise in numerous nations (Leka, *et al*, 2010). Workload plays a vital part in deciding efficiency inside an association. Organizations frequently apportion heavier workloads to representatives without commensurate benefits to play down costs, increment yield, and maximize benefits. The workload level relegated to an representative essentially impacts their execution, especially when the workload surpasses sensible desires (Kanmodi *et al*, 2022; Moore and Tenney, 2012; Paulhus, 1984).

In profit organizations, managing workload and ensuring distributive justice are critical for maintaining employee satisfaction, engagement, and ultimately, organizational performance. Workload refers to the amount of tasks and responsibilities assigned to employees within a given period. In profit-driven environments, there's often pressure to achieve business goals efficiently, which can sometimes lead to high workloads (Buruck, *et al*, 2020). However, excessive workload can have detrimental effects on employee well-being and performance. Therefore, it's essential for profit organizations to strike a balance between achieving targets and ensuring that workloads are manageable for employees. An expanding number of thinks about point to a coordinate impact of levels of work assets on burnout and in specific to enthusiastic weariness (Bakker, *et al*, 2004).

Distributive justice, on the other hand, pertains to the perceived fairness in the distribution of rewards, recognition, and opportunities within the organization. In profit organization, where performance and results are offer closely tied to rewards such as bonuses, promotions, and other incentives. Distributive justice also refers to justice which is accepted by individual in compensation matter from organization especially accuracy of income payment on time and level of benefits. This means that distributive justice is not only referring to compensation quantity and also punishment issued by organization but more into compensation equality which is divided between employees. When employee gets justice in the matter of distributive result for contributing which is already gifted to the company, they will be compare with others in the same workload whether it is fair or not. Distributive justice that feels higher for employee is also cultivating a feeling of organizational support which is higher

A meta-analysis study proves that the support offered by the company makes employees mentally and psychologically attached to the organization (engagement), where they are willing to sacrifice their personal goals for organizational goals (Commitment), love and enjoy their work (job satisfaction), are willing to work for the sake of the organization, even though it is outside of their duties and obligations (organizational citizenship behavior) and likes to stay with the current organization for a long time or reduces turnover intention (Ahmed et al., 2015). Perceived organizational support (POS) is an expression of the employee's belief that the organization values their contribution and provides for their welfare, the meaning is employee will have perception that organization support them if organization appreciate contribution and serve prosperity for them. The problem related to this perception organizational support can be seen in some employees who do some protest by strike because one of country's company which maintains activity in Indonesia harbor does outsourcing employee and termination of employment action because declining doing outsourcing.

Human resource practices that contribute to employee growth and development increase employee retention. Additionally, effective human resource management practices not only ensure the desired skills, abilities, and knowledge of employees but also employee motivation. It also helps to reduce turnover, increase productivity, and improve employees' performance, job satisfaction, and overall organizational performance. Employee retention will decrease when it is not balanced with the implementation of talent management in a well-managed company (Wiradendi Wolor, 2020). Thus it can be concluded that retaining and obtaining the best human resources from the labor market can be achieved by implementing talent management practices (Sepahvand & Bagherzadeh Khodashahri, 2021).

The workplace environment plays an important role in employee well-being and performance (Setyoko & Negative, 2022). Many academic researchers have highlighted various stressors related to the work environment that affect the mental and physical health of workers, such as work pressure, redundancy, workload, job insecurity, workplace bullying, and harassment (Leymann, 1996). Among all the stressors, however, workplace bullying has a far more severe impact on workers than all the other types of work-related stress combined (Einarsen, 1999). This event drew the attention of the academic community to the European working population in the 1990s (Einarsen, 1999), and research conducted over the past two decades shows that bullying is not limited to certain regions or professions but is also a global problem. In the UK, one in 10 workers has experienced workplace bullying (Hoel et al., 2001). Workplace bullying refers to repeated harassment, annoyance, social exclusion, or purposeful attack by a person at work through negative actions over an extended period of time (Ågotnes et al., 2018).

Organizations that prioritize the psychological well-being of their employees and actively address workplace bullying are likely to see positive outcomes in terms of increased employee engagement, satisfaction, and performance (Akter, 2019). By creating a supportive and respectful work environment, organizations can promote psychological well-being, foster healthy interpersonal relationships, and unlock the full potential of their workforce.

Defining Work Load, Distributive Justice, Perceived Organizational Support (POS), Employee Retention, Psychological Well-Being, Employee Performance

Work Load

Definition of workload has been put forward by experts, among others to be specific concurring to Firman *et al* (2022), workload could be a circumstance where the number of assignment exercises that must be completed by a worker amid a certain period is ordinary. Workload is the process of determining the number of working hours of people at work in a certain time, or in other words workload analysis aims to determine the number of personnel and the number of responsibilities or the right workload to be delegated to an officer. The study found that when individuals have low work demands the possibility of cyberlife is high, this is due to the free time they have (Kanmodi *et al*, 2022).

Distributive Justice

Distributive Justice (DJ) is based on the exchange principle or equity theory (Lambert et al., 2003; Cook & Hegtvædt, 1983) and is assumed to be related to individuals' "ends" (Sweeney & McFarlin, 1997). DJ refers to perceived fairness in the distribution and allocation of organizational outcomes (Forsyth, 2006), Employees who perceive unfairness are likely to report higher levels of psychological pressure, and engage in aggressive behaviour (Loi et al., 2009; Judge et al., 2006). On the other hand, justly treated workers are likely to demonstrate meticulousness at work, obey workplace policies and act unselfishly toward others and their organizations (Cohen-Charash & Spector, 2001). Lin et al. (2007) also opined that justly treated employees trust their organization in protecting them. In the context of the hospitality industry, research has demonstrated that employee justice perceptions influence several job outcomes (Fulford, 2005; Appaw-Agbola et al., 2020).

Organizational decency centers on how laborers see whether they have been treated reasonably in their work and how they impact other factors related to work (Moorman, 1993). In this ponder, the hypothesis of equity centers on distributive equity or equity, which is caught on based on a expansive number of assignments of rewards to a few people. Distributive equity is an employee's appraisal of equity by comparing the comes about (results) gotten by representatives from the organization.

Perceived Organizational Support (POS)

Social Exchange Theory and Organizational Support Theory believe that how far organizations rate their contribution and care about workers' achievement will be a catalyst to their attitude, behavior, and productivity (Rhoades & Eisenberger 2002). The mutualistic relationship between the organization and their support from one of (organization or workers) makes the others pay to bring good vibes to others. Mutualistic relationship between organizations and workers is supported by organizational support theory, which presumes in global believes about how far organization appreciates workers contribution and cares about them. And also believes as a guarantee if an organization will always support them when they are in a stressful situation of making their productivity effective (Eisenberger et al. 1986).

Perceived organizational support is the general belief of employees about the extent to which the organization rewards contributions and cares for the welfare of employees (Eisenberger, 2002). This organizational support felt by the employees is considered as the certainty of the availability of assistance from the organization when the assistance is needed to support the implementation of employee's duties so that it can run effectively and to deal with situations that contain pressure. There are three indicators to measure the level of perceived organizational support according to Eisenberger et al., (2002) including justice, supervisory support, organizational rewards and working conditions.

Employee Retention

The term "retention" can be defined as a systematic effort to create and improve an environment that continues to encourage employees to work while implementing policies and practices that suit their diverse needs. Employee retention is the process of retaining employees, or encouraging them to stay with the company for as long as possible. Employee retention is "a method by which companies maintain an efficient workforce and meet operational requirements" (Ilhah et al, 2014) . It is a method of encouraging employees to stay with the organization, or to stay with the organization until a project is completed (Ming-chu et al, 2017).

As per Gadi & Kee's (2018) description Employers must focus on the retention of their skilled employees in order to obtain a competitive edge in the market. Retention of employees begins with hiring the right individuals and giving them the proper training and development to boost their dedication and performance. Further, Bibi et al., (2018)states that it is better to retain employees than hire new ones. Organizations should offer employees the best strategies to retain them, such as career growth, efficient working environment, compensations and rewards, support of supervisor and work-life balance. Satisfied employees are more dedicated to their jobs and give their best for the organization (Nawangsari & Sutawijaya, 2019). Organizations must have strategies to retain performance-oriented employees in order to reduce the employee retention level. Employee recruitment is a difficult task that takes a lot of time and money Sharma (2016). The quality of corporate operations can suffer and the cost of missed opportunities can go up if new hires are made throughout the year.

Psychological Well-Being

Well-being is a subjective phrase that refers to a person's delight, fulfillment of desires, satisfaction, abilities, and task completion. Workers' well-being is classified into two types: hedonic and eudaimonic well-being (Hanawi et al., 2020). Psychological well-being refers to a fulfilling and satisfying existence, as well as the individual's development and self-realization (Koydemir et al., 2021). Psychological well-being (PWB) specifically addresses an individual's development and self-realization (Ryff, 1989).

The study of psychological well-being was guided by two major positive functioning notions. One approach, dating back to (Bewick et al., 2010), distinguishes between positive and negative affect and refers to happiness as the balance between the two. On the basis of this early operationalization of well-being, conceptual and methodological modifications were made (Ryff & Singer, 2008). However, psychological well-being is harmed when unpleasant feelings are intense or persist for an extended period of time and interfere with a person's capacity to perform daily life (Winefield et al., 2012). A person is regarded as mentally healthy if he or she is free of anxiety, depression, or other psychological symptoms (Ryff et al., 1995). Psychological well-being is a broad construct that encompasses both positive and negative aspects of adjustment. It includes various indicators, such as self-esteem, social well-being, and life satisfaction, encompassing both hedonic aspects (positive emotions and the absence of negative emotions) and eudaimonic aspects (cognitive assessments of

one's life and purpose) (Matud et al., 2019). According to (Ryff, 1989), psychological intervention programs can enhance eudaemonic well-being

Employee Performance

Performance, as defined by Heri & Andayani (2020), refers to the level of achievement of a program, activity, or policy in realizing an organization's goals, objectives, vision, and mission, as outlined in an organization's strategic planning. Hasibuan explains that performance is the outcome of an individual's work in carrying out assigned tasks, based on skills, experience, dedication, and time (Maharani et al., 2022). Amstin and Baron assert that performance is work outcomes that are strongly related to a company or organization's strategic objectives and provide economic contributions (Syahfitri & Mardiyah, 2022).

Objective and rational performance evaluation within an organization or company is crucial as it is a key factor in developing an organization effectively and efficiently. The objective of performance evaluation is to enhance or improve an organization's performance by enhancing the performance of its human resources. Robbins outlines five indicators for measuring individual employee performance, including quality, quantity, timeliness, effectiveness, and autonomy (Afdilki, 2021).

Employee performance is seen as very useful in encouraging organizational sustainability. Employee performance is the productivity level and work success of an employee related to his/her duty within organization (Babin & Boles, 1998). Giri, Nimran, Hamid, Musadieg, and Al Musadieg (2016) describe employee performance as an employee's work accomplishment as aligned with the normal standards determined by the organization. Employee performance is positively related to organizational effectiveness, which is often measured differently, such as attendance, punctuality, quality of work, and ability to work together (Udin, Dananjoyo, Shaikh, & Vio Linarta, 2022), as well as profitability, productivity, and service satisfaction (N. P. Podsakoff, Whiting, Podsakoff, & Blume, 2009).

II. METHODOLOGY

Based on the idea that WL , DC, and POS on EP through ER and PWB in profit organisation. In the long run , the central objective of this study is to review the existing knowledge in the field of work environments and its impact on employee performance. The specific objectives of this research are to review the conceptual models, methodologies, results, and findings adapted by the selected articles related to the central theme, and finally, to provide concluding remarks and future implications over the prescribed research area.

The methodology adopted by this study included an initial extensive web search using five keywords - Perceived Organizational Support, Work Load, Distributive Justice, Employee Retention, Psychology Well-Being, Employee Performance, which downloaded 37 articles. At the second stage, 10 articles were selected for this review , considering the paper’s relevance level with the central topic.

Table 1. Literature classification by selected article

<i>Paper Title & Author</i>	<i>Source</i>	<i>Research Approach</i>	<i>Sample Size & Tools</i>
The Influence of Workload and Work Flexibility on Work-Life Conflict and the Role of Emotional Exhaustion Buruck, <i>et al</i> , 2020	Journal of Behavioural Sciences	Quantitative	SEM Analysis Software : IBM SPSS AMOS 2.0 Sample : 4246
Enhancing Teaching Productivity Among University Staffers: The Influence of Organizational Commitment and Workload Victor, <i>et al</i> , 2024	Journal of General Education and Humanities	Quantitative	Multiple regression Analysis Sample : 100
The Influence of Job Satisfaction and Workload on Employee Performance at PT Citra Riau Sarana Firman, <i>et al</i> , 2022	International Journal of Social Science, Education, Communication and Economics	Quantitative	Multiple regression Analysis Sample : 47
The Influence of Distributive Justice, Job Satisfaction and Affective Commitment to Organizational Citizenship Behavior Nuzula & Nurmaya, 2020	Revista Produção e Desenvolvimento (Research in Production and Development)	Quantitative	Multiple regression analysis Sample : 80 employees
Influence of Distributive Justice on Job Satisfaction : a Focus on Employees in Nigeria Port Authority Waribo <i>et al</i> , 2019	International Journal of Management (IJM)	Quantitative	Multiple regression analysis Sample : 325 Employees
The Influence of POS and Work Engagement on Employee Performance	Journal of Management, Accounting, General Finance and International	Quantitative	Multiple regression analysis Sample : 158

Siahaan , <i>et al</i> , 2023	Economic Issues (Marginal)		
Distributive Justice and Perceived Organizational Support in Indonesian Employee Nikiuluw , <i>et al</i> 2019	ICBLP Journal	Quantitative	Regression Analysis Sample : 185 Employees
Challenges and Strategies for Employee Retention in the Hospitality Industry : A Review Ghani <i>et al</i> , 2022	A Review Sustainability	Qualitative	Systematic Literature Review
Impact of Green HRM Practices on Organizational Sustainability and Employee Retention: Evidence from the SMES' Sector of Bahawalpur Hussain <i>et al</i> , 2023	Bulletin of Business and Economics	Quantitative	SEM PLS Sample : 238 SMEs
Tracing the threads: A bibliometric exploration of workplace bullying, psychological well-being, and employee performance Divyakala & Vasumathi , 2023	Malque publications	Qualitative	Systematic Literature Review

III. RESULT AND FINDINGS

Based on the idea, many scholars have provided significant findings to the EP literature during the past few decades. Hence, this section outlines the results and conclusions of existing literature and impact on EP in profit organisation.

Findings of Work load and its impact on employee well-being

In today's fast-paced and demanding work environments, employees often find themselves overwhelmed with heavy workloads. The constant pressure to meet deadlines and deliver results can have a significant impact on their well-being. High workloads can lead to increased stress levels, burnout, and even physical health problems. It is crucial for organizations to understand the impact of work load on employee well-being and implement strategies to mitigate its negative effects.

Research has consistently shown that excessive workloads can negatively affect employee mental health. High levels of stress can lead to decreased job satisfaction, reduced motivation, and increased absenteeism. Moreover, employees who are consistently overwhelmed with work may struggle to maintain a healthy work-life balance, leading to strained personal relationships and a decline in overall well-being.

To address this issue, organizations need to find ways to distribute tasks more effectively. By implementing strategies such as workload analysis and workload management tools, employers can identify areas where workloads are excessively high and redistribute tasks accordingly. This not only helps alleviate the burden on individual employees but also ensures a fair distribution of work across the organization.

Furthermore, organizations should promote a culture that encourages open communication and collaboration. By fostering a supportive work environment where employees feel comfortable discussing their workload concerns, organizations can identify potential issues early on and take appropriate measures to address them. This can include providing additional resources or training to help employees manage their workload more effectively.

Findings of distributive justice in the workplace

Distributive justice refers to the fairness of outcomes in the workplace. It is the perception that employees have regarding the fairness of the distribution of resources, rewards, and opportunities within the organization. When employees perceive distributive justice, they believe that they are being treated fairly and that their contributions are valued.

Employees who perceive distributive justice are more likely to experience higher levels of job satisfaction, organizational commitment, and overall well-being. They feel that they are being rewarded fairly for their efforts and are more motivated to perform at their best. On the other hand, when employees perceive a lack of distributive justice, they may become demotivated, disengaged, and may even consider leaving the organization.

To promote distributive justice, organizations should ensure that their reward systems are transparent and based on objective criteria. This means that rewards and promotions should be based on performance and merit rather than personal biases or favoritism. Clear communication about the criteria for rewards and promotions is essential to building trust and confidence among employees.

In addition, organizations should provide opportunities for employees to voice their concerns and provide feedback regarding the fairness of the distribution of resources and rewards. This can be done through regular performance evaluations, employee surveys, or open-door policies. By actively seeking employee input and addressing their concerns, organizations can demonstrate their commitment to distributive justice.

Finding of The role of perceived organizational support in employee well-being

Perceived organizational support (POS) refers to the belief that an organization values and supports its employees. It is the perception that the organization cares about employees' well-being, provides them with the necessary resources and support, and treats them fairly. When employees perceive high levels of organizational support, they are more likely to experience higher levels of job satisfaction, commitment, and overall well-being.

Organizational support can be demonstrated through various means, such as providing opportunities for growth and development, recognizing and rewarding employees' contributions, and offering work-life balance initiatives. When employees feel supported by their organization, they are more likely to be motivated, engaged, and satisfied with their work.

Organizations can enhance perceived organizational support by fostering a positive work culture that values and respects employees. This can be achieved through open and transparent communication, where employees are encouraged to share their ideas, concerns, and feedback.

Regular feedback and recognition from supervisors can also contribute to employees' perception of support. Furthermore, organizations should invest in employee development and provide opportunities for growth. This can include training programs, mentoring, and career advancement opportunities. When employees feel that their organization is invested in their professional growth, they are more likely to feel supported and motivated to perform at their best.

Findings of The link between employee retention and well-being

Employee retention refers to an organization's ability to retain its employees over a certain period of time. It is a crucial aspect of organizational success, as high turnover rates can be costly and disruptive. Employee well-being plays a significant role in determining employee retention rates.

Employees who experience high levels of well-being are more likely to stay with an organization for a longer duration. When employees feel satisfied, engaged, and supported in their work, they are less likely to seek alternative employment opportunities. On the other hand, employees who are dissatisfied, stressed, and unsupported are more likely to leave the organization in search of better opportunities.

Organizations can enhance employee retention by prioritizing employee well-being. This can be achieved through various means, such as providing work-life balance initiatives, promoting a positive work culture, and offering opportunities for growth and development. By creating a supportive work environment that values employees' well-being, organizations can increase employee satisfaction and reduce turnover rates.

Furthermore, organizations should regularly assess and address factors that may negatively impact employee well-being. This can include workload analysis, employee surveys, and feedback sessions. By actively identifying and addressing issues that may contribute to employee dissatisfaction or stress, organizations can take proactive measures to improve employee well-being and retain top talent.

Findings of Exploring the relationship between employee performance and psychology well-being

Employee performance refers to an individual's ability to meet or exceed job-related expectations. It is a crucial factor in determining organizational success and competitiveness. Research has shown that employee well-being has a significant impact on employee performance.

Employees who experience high levels of well-being are more likely to perform at their best. When employees feel satisfied, engaged, and supported in their work, they are more motivated to go above and beyond their job requirements. On the other hand, employees who are stressed, dissatisfied, or unsupported may struggle to perform at their optimal level.

Organizations can enhance employee performance by prioritizing employee well-being. This can be achieved through various means, such as promoting work-life balance, providing opportunities for growth and development, and recognizing and rewarding employees' contributions. By creating a positive work environment that supports employees' well-being, organizations can increase employee motivation, productivity, and performance.

Furthermore, organizations should provide employees with the necessary resources and support to excel in their roles. This can include access to training and development programs, technology, and tools that facilitate their work. By investing in employees' professional growth and providing them with the necessary resources, organizations can empower employees to perform at their best.

Findings of work load and promoting distributive justice

Managing work load effectively and promoting distributive justice are essential for employee well-being and organizational success. Organizations can implement various strategies to manage work load and ensure fairness in the distribution of tasks.

One strategy is workload analysis, which involves assessing the workload of individual employees and identifying areas where workloads may be excessively high. By understanding the workload distribution across the organization, employers can identify potential issues and take appropriate measures to redistribute tasks more effectively.

Another strategy is workload management tools. These tools can help organizations track and manage employee workloads, ensuring that tasks are allocated fairly and efficiently. Workload management tools can also provide insights into employees' capacity and help identify potential bottlenecks or areas where additional resources may be required.

In addition to workload management, organizations should promote a culture of fairness and transparency. This includes clearly communicating expectations, criteria, and processes for task allocation, rewards, and promotions. By ensuring that these processes are based on objective criteria, organizations can enhance employees' perception of distributive justice and reduce potential conflicts or perceptions of favoritism.

Moreover, organizations should encourage open communication and collaboration. This can include regular check-ins with employees to discuss workload concerns, providing opportunities for employees to voice their opinions, and fostering a supportive work environment where employees feel comfortable discussing their workload challenges.

Enhancing perceived organizational support for improved employee well-being

Perceived organizational support (POS) plays a crucial role in employee well-being. Organizations can enhance perceived organizational support by implementing various strategies that demonstrate their commitment to employee well-being.

One strategy is to provide opportunities for growth and development. Organizations should invest in training programs, mentoring, and career advancement opportunities. When employees feel that their organization is invested in their professional growth, they are more likely to perceive higher levels of organizational support and experience increased well-being.

In addition, organizations should prioritize work-life balance initiatives. This can include flexible work arrangements, wellness programs, and policies that promote a healthy work-life integration. By acknowledging the importance of employees' personal lives and providing support to help them maintain a healthy balance, organizations can enhance employees' perception of support and well-being.

Furthermore, organizations should foster a positive work culture that values and respects employees. This can be achieved through open and transparent communication, where employees are encouraged to share their ideas, concerns, and feedback. Regular feedback and recognition from supervisors can also contribute to employees' perception of support and well-being.

Organizations should also ensure fairness in the distribution of resources, rewards, and opportunities. This includes implementing transparent reward systems based on objective criteria and providing opportunities for employees to voice their concerns and provide feedback regarding the fairness of resource allocation.

In summary, enhancing perceived organizational support is crucial for employee well-being. By providing opportunities for growth and development, prioritizing work-life balance, fostering a positive work culture, and ensuring fairness in resource allocation, organizations can increase employees' perception of support and promote their well-being.

The importance of employee retention for organizational success

Employee retention is of utmost importance for organizational success. High turnover rates can be costly and disruptive, impacting an organization's productivity, reputation, and competitiveness. Retaining talented employees is essential for maintaining a skilled workforce and fostering a positive work culture.

Employee retention is closely linked to employee well-being. When employees feel satisfied, engaged, and supported in their work, they are more likely to stay with an organization for a longer duration. On the other hand, employees who are dissatisfied, stressed, or unsupported may seek alternative employment opportunities.

Organizations can enhance employee retention by prioritizing employee well-being. This includes creating a supportive work environment that values employees' well-being and provides opportunities for growth and development. By investing in employees' professional growth and providing them with the necessary resources, organizations can increase employee satisfaction and reduce turnover rates.

In addition, organizations should regularly assess and address factors that may negatively impact employee well-being and retention. This can include workload analysis, employee surveys, and feedback

sessions. By actively identifying and addressing issues that may contribute to employee dissatisfaction or stress, organizations can take proactive measures to improve employee well-being and retain top talent.

Moreover, organizations should promote a positive work culture that fosters employee engagement, recognition, and work-life balance. By creating a supportive and inclusive work environment, organizations can cultivate a sense of belonging and loyalty among employees, increasing their commitment and willingness to stay with the organization.

In conclusion, employee retention is essential for organizational success. By prioritizing employee well-being, investing in their professional growth, and fostering a positive work culture, organizations can increase employee satisfaction, engagement, and commitment, ultimately leading to higher retention rates.

The impact of employee well-being on performance

Employee well-being has a significant impact on employee performance. Employees who experience high levels of well-being are more likely to perform at their best, exceeding job-related expectations and contributing to organizational success.

When employees feel satisfied, engaged, and supported in their work, they are more motivated to go above and beyond their job requirements. High levels of well-being are associated with increased job satisfaction, organizational commitment, and overall performance.

On the other hand, employees who are stressed, dissatisfied, or unsupported may struggle to perform at their optimal level. Poor employee well-being can lead to decreased motivation, productivity, and performance. It can also increase the likelihood of absenteeism, presenteeism, and turnover, further impacting organizational outcomes.

Organizations can enhance employee well-being and, in turn, improve employee performance by prioritizing employee well-being. This includes creating a supportive work environment that promotes work-life balance, providing opportunities for growth and development, and recognizing and rewarding employees' contributions.

Moreover, organizations should provide employees with the necessary resources and support to excel in their roles. This can include access to training and development programs, technology, and tools that facilitate their work. By investing in employees' professional growth and providing them with the necessary resources, organizations can empower employees to perform at their best.

In conclusion, employee well-being has a significant impact on employee performance. By prioritizing employee well-being and creating a supportive work environment, organizations can enhance employee motivation, productivity, and overall performance, ultimately contributing to organizational success.

IV. CONCLUDING REMARKS

Work load has a significant impact on employee well-being. High workloads can lead to stress, burnout, and decreased job satisfaction. Organizations must prioritize workload management and create a supportive work environment that allows employees to thrive. Distributive justice plays a crucial role in employee well-being. When employees perceive fairness in the workplace, they are more likely to be engaged, motivated, and satisfied with their work. Perceived organizational support is essential for employee well-being. When employees feel valued and supported by their organization, they are more likely to be satisfied with their work, motivated to perform at their best, and committed to the organization's goals.

Employee well-being is closely linked to employee retention. By prioritizing employee well-being and creating a supportive work environment, organizations can increase employee satisfaction, engagement, and commitment, ultimately leading to higher retention rates. By prioritizing employee well-being and creating a supportive work environment, organizations can enhance employee motivation, productivity, and overall performance. Managing work load effectively and promoting distributive justice are essential for employee well-being and organizational success. By implementing strategies such as workload analysis, workload management tools, and fostering a culture of fairness and transparency, organizations can create a supportive work environment that promotes employee engagement, satisfaction, and overall well-being.

To sum up, In today's fast-paced and demanding work environments, organizations need to prioritize employee well-being to ensure their success. Work load, distributive justice, and perceived organizational support play significant roles in enhancing employees' psychological well-being, ultimately impacting their retention and performance. By managing work load effectively and promoting distributive justice, organizations can reduce employee stress, enhance job satisfaction, and improve overall well-being. Ensuring fairness in the distribution of work and resources creates a positive work environment where employees feel valued and supported. Perceived organizational support is crucial for employee well-being. When employees feel valued and supported by their organization, they are more likely to experience higher levels of performance.

V. IMPLICATIONS FOR FUTURE RESEARCH

Future research in this area should delve deeper into the complex interplay between Perceived Organizational Support, Work Load, Distributive Justice, Employee Retention, Psychology Well-Being, Employee Performance. Several potential implication for future research : conduct longitudinal studies to examine all variables , this would provide insights into the dynamic nature of these factors and their cumulative effects. Design and implement interventions aimed at improving workload management, enhancing distributive justice, and promoting organizational support and psychological well-being , and then assess their impact on employee retention and performance. This could involve implementing flexible work arrangements, training managers on fair decision-making processes, or introducing well-being programs.

Explore the role of technology in shaping workload perceptions and its implications. With the increasing use of digital tools and remote work arrangements, understanding how technology affects workload distribution and employee experience is crucial. Expand the scope of outcome measures beyond traditional performance metrics to include indicators of innovation, creativity, and employee development.

By addressing these implications, future research can advance our understanding of how

Perceived Organizational Support, Work Load, Distributive Justice, Employee Retention, Psychology Well-Being collectively influence Employee Performance in diverse organizational contexts. This study can inform evidence-based practices aimed at enhancing employee well-being, retention, and performance, ultimately contributing to organizational success and sustainability.

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