# The Relationship between Perceived Organizational Support and Work Wellbeing among Rubber Organization Employees in Malaysia

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**Abstract**
Perceived organizational support (POS) is the level of trust in which employees feel that the organization cares about their welfare and well-being at work. Gaps that exist at every level of the organization reveal ongoing conflicts that affect the smooth running of the organization. Studies to assess POS are often used by researchers to evaluate the level of organizational management, but aspects related to Islamic practices in organizational management have received little attention, affecting the overall integrity of governance. The purpose of this study is to examine the concept of Islam in the context of perceived organizational support based on three main elements namely rewards, work environment, and organizational justice against two elements of work well-being, namely job satisfaction and work motivation. This study uses Smart Partial Least Squares (SmartPLS) analysis with 402 questionnaires (Google Forms) received from a total of 1,139 employees. The findings of this study show that rewards, work environment, and organizational justice significantly affect job satisfaction and work motivation. This also provides strong evidence that Islamic teachings strongly encourage and promote elements of harmony in the organization, enabling employees at every level to enhance the organization's competitiveness in the challenging era of globalization. In conclusion, this study shows that the notion of organizational support plays an important role in contributing to the literature on work well-being across all levels of the organizational structure. Finally, it provides guidance for coping with changes in the organizational or industry environment in the face of digital transformation, helping organizations adapt to new technologies.
**Keywords:** SmartPLS, Perceived Organizational Support, Rewards, Work Environment, Organizational Justice, Work Well-Being, Job Satisfaction And Work Motivation

## Introduction

Government organizations are always faced with transformation movements to achieve the needs and aspirations of the people (Prime Minister's Office 2021/2022, Public Sector Digitalization Strategic Plan 2021–2025). In this case, every organization must be dynamic, with an effective delivery system that can provide well-being to stakeholders and the people as a whole. The assimilation process is certainly not as easy as it seems, especially with the speed of information technology and digitalization. Every government initiative needs to be completed and measured to assess the level of progress in line with the desired outcome. Key Performance Indicators (KPIs) are based on the SMART principle (Specific, Measurable, Achievable, Realistic, and Time-Bound) by setting measurable targets. The implementation of high-impact transformation initiatives has shown results that can benefit the target group. Overall, the sustainability of public service transformation depends on the determination and commitment of civil servants to strengthen the role of ministries/agencies in delivering services to the people in an integrated, high-quality, high-integrity, fast, and easy manner. However, due to delays in achieving the target, the cost of management has had to be increased, affecting the country's finances. The current challenges, whether external or internal, need to be addressed to ensure that the organization's members are at a high level of competence. In this case, organizations related to the rubber industry are no exception if they do not emphasize the delivery system, as the people as a whole may not receive the intended benefits. The number of members does not hold meaning if it is not supported by elements of seriousness and strength in boosting the highest performance. Responses to surrounding factors often threaten the direction of the organization, in addition to the instability of the ongoing human capital harmonization process. As a result, the training carried out only meets the human resource program calendar and has relatively low effectiveness in improving efficiency.

In this case, organizational management at all levels still needs improvement based on the complaints reported by the public. The complaint statistics received by the Public Complaints Bureau (BPA) clearly show that there are still shortcomings in the context of alignment in the public service delivery system. This statement is based on an average of 7,080 complaints per year during the period of year 2015–2020, while from the year 2021–2023, there was an average of 14,802 per year. This statistic clearly shows a fairly serious increase (BPA Annual Report 2015-2023). Although various programs have been implemented, such as training in the form of human capital development and strengthening integrity, these efforts are not sufficient if the implementation of strategies toward Islamization and the concept of monotheism fails to be fully internalized and practiced. In this case, positive perceptions affect the smooth management of the organization, while negative perceptions lead to continuous conflict, affecting organizational performance.

Perceived organizational support can be defined as the level of trust in which employees feel that the organization cares about their welfare and well-being, which includes issues of rewards, needs and the work environment (Eisenberger, Cummings, Armerli, & Lynch, 1997). Perceived organizational support has a direct or indirect impact on organizational commitment, job satisfaction and work motivation. When the organization provides consistent support, it creates a positive work atmosphere, increases job satisfaction, and subsequently encourages employees to be more motivated and productive. The relationship between these elements plays an important role in organizational success. Assessment of

perceived organizational support (Perceived Organizational Support - POS) should be made an ongoing organizational management agenda to identify gaps that exist at every level of organizational management. In this regard, the results of the study also clearly show the importance of work well-being as an introduction to the relationship between work effectiveness and work excellence (Yusni, Rosna, Tengku Faekah Tengku Ariffin, 2015). In related studies, three dimensions of human resource practices, namely training and development, performance appraisal, rewards and benefits, were found to greatly influence their relationship with job satisfaction (Fatimah and Jamalulail, 2023).

Therefore, the implementation of the dual functions of Western and Islamic principles is based on Islamic Work Practices (AKI) in order to change work movements and practices that have been too dependent on Western theories and organizational practices. The study organization that faces the same challenge is one of the organizations involved in the national rubber industry. This organization has a clear direction and goal towards competitiveness and driving the industry in contributing to the Malaysian economy in the form of contributions to export earnings and Gross Domestic Product (GDP) as well as creating job opportunities, especially in rural areas. However, various surrounding factors can influence the management aspects of the organization so that the competitiveness of human capital is less competent, causing the organization's goals to not achieve the set targets All plans set by the government can be affected if the organization's employees do not reach the expected level of competence, thus affecting the KPIs (Key Performance Indicators), with the targeted area increasing from 1.107 million hectares in 2020 to 1.115 million hectares in 2030, while the contribution of this industry to the country is expected to grow from RM14.5 billion in 2020 to RM37.0 billion in 2030 (National Agricommodity Policy 2021–2030).

To examine the extent to which employees at all levels of the organization are acting in line with the government's aspirations, a study was conducted to assess the direct relationship between perceptions of organizational support and work well-being, in order to obtain clear evidence to design an organizational governance model capable of building Islamic brotherhood. All desired outcomes can only be achieved through unwavering determination at all layers and levels of employees within the organization.

**Problem Statement**
The involvement of rubber organizations in Malaysia is still at its peak, with contributions from industry insiders both domestically and abroad in investment activities. If employees in the organization are always motivated in every work arrangement, it is very easy for the organization's management to organize strategies so that productivity can be increased. However, if the opposite is true, the record of customer complaints and the number of disciplinary punishments will be a thorn in the side of the strategic process and the final goal that has been targeted. This statement is supported by the results of the analysis of complaints recorded by the study organization, which on average for the past six years has shown a less than satisfactory level, with a record of 41 complaints per year (2019-2024), although there was a decrease to 34 complaints in 2020 from 80 complaints in 2019. However, an increase was shown again in 2024 with 54 complaints. The record for 2021 was 28 complaints, although in 2022 there was a slight decrease to 27 complaints (Organizational Integrity Study Unit, 2024). Finally, the overall complaint statistics are still worrying. In terms of the complaint resolution period, there are still cases exceeding 15 days, which account for

13.2%. The resolution of complaints should be completed within 14 days, as outlined in the Complaints Quality Procedures of the organization studied. Today's technological advances allow customer complaints to be channelled directly to the organization involved, but the delay or lack of prompt action from employees involved in complaint management has made the level of resolution still weak. In terms of the trend of concern, organizational management should consider the increasing graph curve, even though integrity strengthening programs were carried out during that period. In this case, the organization under study is not exempt from challenges in the customer service system due to inefficiencies among its employees, which have financial implications and cause grievances from external customers of the organization.

**Conceptual Framework**
The framework of the direct relationship model was used as the basis for this study. Islamic and Western theories were used in this study to support the relationship between perceptions of organizational support for each dimension (reward, work environment and organizational justice) on job well-being (job satisfaction and work motivation). Figure 1.0 shows this model based on theoretical and empirical evidence.
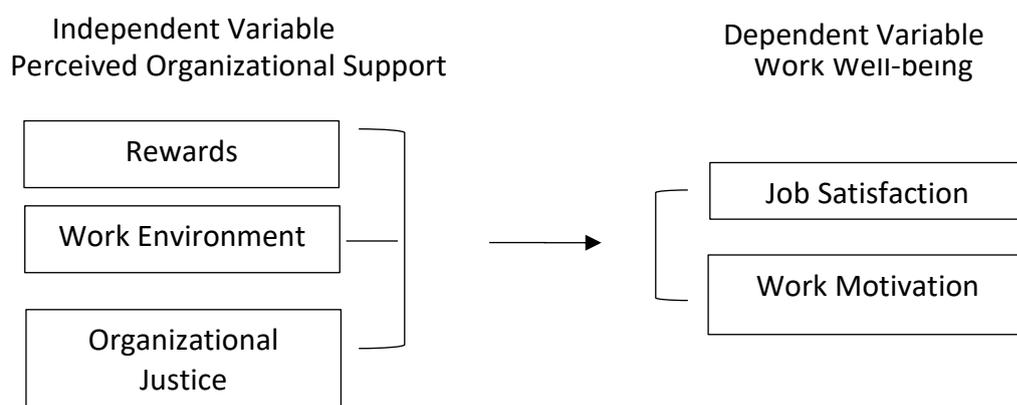


Figure 1.0: Direct Impact Model

Perceived organizational support can be defined as the level of trust through which employees feel that the organization cares about their welfare and well-being, which includes issues of rewards, needs, and the work environment (Eisenberger, L. R., 2002). If employees are treated fairly, they will be more motivated and increase their level of organizational commitment and achieve higher performance toward the goals and achievements desired by the organization (Yaacob, 2024). Further research conducted shows that financial rewards and work motivation are found to be important not only for improving employee work performance but are also considered an effective way for organizations to increase their productivity and motivate employees to work harder (Ng Lian Seng and Thilageswary Arumugam, 2017).

Previous studies that have been conducted do not clearly show the impact on groups that are more affected by the work environment. Therefore, the physical characteristics of the work environment, such as color, temperature, workplace design, health, and safety, affect employee performance and well-being and motivate employees. Organizational management needs to take the first step if it still does not see the work environment as one of the main

causes of job satisfaction and work commitment (Swastadiguna and Dewi, 2018). This is because the aspect of organizational justice on job satisfaction is not considered in the study elements, even though these elements are very significant and have a positive relationship (Candika & Chairoel, 2018).

*Study Hypothesis*
The study hypothesis is as follows:
Ha: Reward has a positive relationship with job satisfaction
Hb: Work environment has a positive relationship with job satisfaction.
Hc: Organizational justice has a positive relationship with job satisfaction.
Hd: Reward has a positive relationship with work motivation.
He: Work environment has a positive relationship with work motivation
Hf: Organizational justice has a positive relationship with work motivation.

**Methodology**
*Sample Size*
The determination of the sample size proposed by Krejie & Morgan (1970) is based on a confidence level of 95%. The total sample size required in this study is at least 291 samples from a population of 1,139 employees.

*Research Instrument*
A questionnaire formed based on adaptation from a literature review on Perceptions of Organizational Support (reward, work environment and organizational justice) and Work Wellbeing (job satisfaction and work motivation). For each item, 1 represents "Strongly Disagree", 2 "Disagree", 3 "Agree" and 4 "Strongly Agree".

The test instruments used in the questionnaire were:
i) Questionnaire Form Part A (Respondent Profile and Demographic Information), 6 items.
ii) Questionnaire Form Part B (Reward), 9 items.
iii) Questionnaire Form Part C (Work Environment), 10 items.
iv) Questionnaire Form Part D (Organizational Justice), 9 items
v) Questionnaire Form Part E (Job Satisfaction) 10 items
vi) Questionnaire Form Part F (Work Motivation), 8 items

*Study Location*
The study location is at an organization involved in the rubber industry in Malaysia.

**Research Findings**
*Study Respondents*
The questionnaire was distributed in the form of a Google Form via e-mail and WhatsApp group, as well as manually distributed to employees who did not have access to both media, a total of 402 respondents provided feedback. The characteristics of the respondents are shown in Table 1.0 .

Table 1.0

*Respondent Characteristics and Profile of the Actual Study Sample (n=402)*

| Respondent Profile | Sub-Profile | Frequency | Percentage |
|---|---|---|---|
| Age | Less than 20 years | 0 | 0 |
| | 20 to 30 years | 87 | 21.6 |
| | 31 to 40 years | 201 | 50.0 |
| | 41 to 50 years | 77 | 19.2 |
| | 51 to 60 years | 38 | 9.5 |
| | | | |
| Race | Malay | 369 | 91.8 |
| | Chinese | 7 | 1.7 |
| | Indian | 5 | 1.2 |
| | Others | 21 | 5.2 |
| | | | |
| Gender | Male | 238 | 59.2 |
| | Female | 164 | 40.6 |
| | | | |
| Education Level | Doctor of Philosophy | 14 | 3.5 |
| | Master | 40 | 10.0 |
| | Bachelor's degree | 78 | 19.4 |
| | Diploma | 128 | 31.8 |
| | Matriculation Cert./STPM | 4 | 1.0 |
| | SPM | 104 | 25.9 |
| | PMR/SRP | 10 | 2.5 |
| | Others | 34 | 8.5 |
| | | | |
| Service Group | Top Management Group | 8 | 2 |
| | Management and Professional Group | | |
| | Support Group 1 | 76 | 18.9 |
| | Support Group 2 | 196 | 48.8 |
| | | 125 | 31.1 |
| | | | |
| How many years of work experience in the organization are being studied? | Less than 1 year | 11 | 2.7 |
| | 1 year to 5 years | 86 | 21.4 |
| | 6 years to 10 years | 99 | 24.6 |
| | 11 years to 15 years | 103 | 25.6 |
| | 16 years to 20 years | 54 | 13.4 |
| | 21 years to 25 years | 15 | 3.7 |
| | More than 26 years | 34 | 8.5 |

Data Preparation Using SPSS 23 Software Package

*Data Screening*

This questionnaire was distributed within the research organization. A total of 402 respondents provided feedback and it was found that the study data met the established criteria.

*Data Normality Test*
The Kolmogorov-Smirnov and Shapiro Wilk normality tests were used in this study. Table 2.0 below was used as a reference.

Table 2.0
*Kolmogorov-Smirnov and Shapiro Wilk Data Normality Test*

| | Kolmogorov-Smirnov | | | Shapiro-Wilk | | |
|---|---|---|---|---|---|---|
| | Statistic | df | Sig. | Statistic | df | Sig. |
| Reward | .108 | 402 | .000 | .970 | 402 | .000 |
| Work Environment | .097 | 402 | .000 | .973 | 402 | .000 |
| Organizational Justice | .166 | 402 | .000 | .960 | 402 | .000 |
| Job Satisfaction | .104 | 402 | .000 | .979 | 402 | .000 |
| Work Motivation | .188 | 402 | .000 | .935 | 402 | .000 |

The results of the Kolmogorov-Smirnov and Shapiro-Wilk tests indicated that the data were not normally distributed. This was evidenced by the significant values obtained being below 0.05. Therefore, the researchers used SmartPLS 3.0 software to analyze the non-normally distributed data.

*Construct Analysis Findings*
The basic statistical results showed that each variable showed a mean value ranging from 2.941 to 3.053, which means that the level of reward, work environment, organizational justice, job satisfaction and work motivation were at the level of agree (3) and strongly agree (4). While the standard deviation showed a value between .647 to .743, which means that the larger the standard deviation value, the greater the spread of scores in the distribution. Table 3.0 below shows the mean value and standard deviation presented in the form of a frequency table representing each study variable.

Table 3.0
*Basic Statistical Test*

| Variables | Mean | Standard Deviation |
|---|---|---|
| Reward | 2.981 | .730 |
| Work Environment | 2.957 | .743 |
| Organizational Justice | 2.941 | .711 |
| Job Satisfaction | 3.019 | .699 |
| Work Motivation | 3.053 | .647 |

*Data Analysis Findings Using SmartPLS 3.0 Software Package*
This analysis aims to test the validity and reliability of the study constructs through factor analysis validation. The construct validity test of this study is tested based on the findings of convergent and discriminant validity tests.

*Convergent Validity Test*
Hair et al. 2017 states that the AVE value should at least reach a value of 0.5. Meanwhile, the Cronbach's Alpha value should reach a value of at least 0.6. In this case, the composite validity (composite reliability - CR) should exceed a value of 0.7 (Hair et al., 2010).

Table 4.0
*Convergent Validity Test*

|  | Alpha Cronbach | Composite Validity | Average Variance Extracted (AVE) |
|---|---|---|---|
| Work Motivation | 0.760 | 0.823 | 0.402 |
| Work Environment | 0.900 | 0.919 | 0.561 |
| Reward | 0.840 | 0.876 | 0.471 |
| Organizational Justice | 0.872 | 0.900 | 0.535 |
| Job Satisfaction | 0.842 | 0.885 | 0.564 |

*Variance Inflation Factor (VIF) Test*
Table 5.0 shows the results of the variance inflation factor (VIF) test. The results of the multi-statistical test of collinearity between the independent variables (reward, work environment and organizational justice) and the dependent variables (job satisfaction and work motivation) have a variance inflation factor value of less than 5.0 meaning that this scale is free from serious collinearity problems (Hair et al. 2014; Sekaran & Bougie 2010).

Table 5.0
*Variance Inflation Factor Test*

| Variables | Mean | Standard Deviation | Variance Inflation Factor Test (VIF) | |
|---|---|---|---|---|
|  |  |  | Job Satisfaction | Work Motivation |
| Reward | 5.74 | .624 | 2.465 | 2.465 |
| Work Environment | 6.18 | .746 | 2.799 | 2.799 |
| Organizational Justice | 5.69 | .658 | 2.377 | 2.377 |

Note: Significant VIF <5.0

*Hypothesis Testing*
Based on the results of hypothesis testing using SEM-PLS, the findings are as shown in Figure 4.0. In terms of the strength of this model, rewards, work environment and organizational justice have contributed 48 percent to the change in job satisfaction and work motivation.
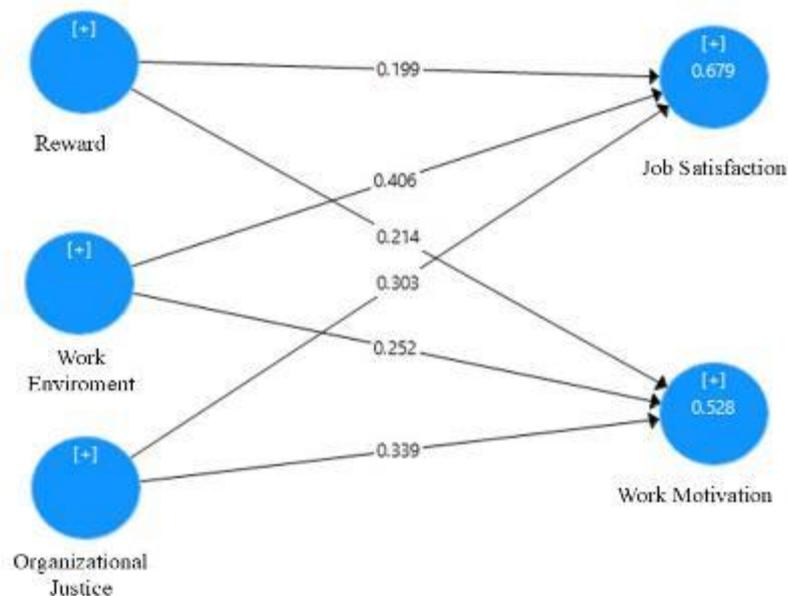
Figure 4.0: Hypothesis Testing of the Direct Effect Model

Overall, the three perceptions of organizational support (reward, work environment and organizational justice) in this model have a high influence on job well-being with job satisfaction at a prediction rate of 67.9% ($R^2$ value = 0.679) and work motivation at a prediction rate of 52.8% ($R^2$ value = 0.528).

The results of testing these models show six important findings: first, reward is able to encourage management & professional and implementer groups to increase job satisfaction in the study organization. This finding supports the studies conducted by Muhammad Idrus Taba (2018) and Farthorrahman (2017). Second, the work environment is able to encourage management & professional and implementer groups to increase job satisfaction in the study organization. This finding supports the studies by Mehwish Jawaad, Abeera Amir, Aideed Bashir and Tania Hasan (2019), and Swastadiguna and Gusti Ayu Manuati Dewi (2018). Third, organizational justice is able to encourage management & professional and implementer groups to increase job satisfaction in the study organization. This finding supports the studies by Faridah, F., Gustini, G., Salehan, S., & Efendi, R. (2022). Fourth, rewards are able to encourage management & professional and implementer groups to increase work motivation in the study organization. This finding supports the studies by Baskar, Prakash Rajkumar. K. R (2013) and Ng Lian Seng and Thilageswary Arumugam (2017). Fifth, the work environment is able to encourage management & professional and implementer groups to increase work motivation in the study organization. This finding supports the studies by Rismawati Mulyadi Hamid (2017). Sixth, organizational justice is able to encourage management & professional and implementer groups to increase work motivation in the study organization. This finding supports the studies by Candika, J., & Chairoel, L. (2018) and Hanif Qureshi, James Frank, Eric G Lambert (2016)

## Discussion

Overall, most organizational management in Malaysia still relies heavily on the concepts and approaches of Western scholars for reference. This shows that aspects based on Islam as an unparalleled source of reference are not used to strengthen organizational management in any situation and circumstance. The previous shortcomings allow several aspects of organizational importance from Islamic and Western perspectives in this study to be studied more deeply and specifically.

**First,** all levels must strengthen the overall structure and management of the organization. From the aspect of rewards, 20.4% of respondents are still dissatisfied with the rewards given, although the findings show that 98% of respondents are confident that they will receive rewards in the afterlife. The effort to provide rewards is able to move the heart of every employee to feel the pleasure of job satisfaction and then provide a tonic in the form of employee motivation, as stated in the Quran: Surah ar-Rahman 55:60 - Meaning: *Is there no reward for good deeds except a good reward.*

**Second,** the management of the organization needs to improve the work environment to the best and most conducive level because the analysis of the study findings shows that 36.6% of respondents voiced complaints about the work environment. However, overall, the provision of the work environment is satisfactory, with 63.4% reporting no complaints about the work environment. The word of Allah means: "… and do not deliberately throw yourselves into the danger of destruction. Improve all your efforts and deeds, for indeed, Allah loves those who strive to do good" (Surah Al-Baqarah, verse 195). Adequate equipment needs to be emphasized, and the importance of Islamic brotherhood such as harmony in life, national unity, and the building of strong solidarity is always embedded in the hearts of every employee.

**Third,** the organization needs to emphasize the matching of tasks that are appropriate to the expertise of the workers, or in other words, aligned with the aspect of organizational justice. This matter is stated by Allah s.w.t in His words: Surah an-Nisa 4:58 - Meaning: *Indeed, Allah commands you to hand over all kinds of trusts to those who are entitled to receive them, and when you carry out the law between people, (Allah commands) that you judge with justice.* The FTE (Full-Time Equivalent) approach and Performance-Based Assessment should also be practiced so that the workload among employees can be balanced (Sari, S., Imron, F. F., Nurfajriah, N., & Rahayu I.M, F. 2022). This step needs to be given attention based on the analysis of respondents who recorded that 45.8% felt that a lot of work needed to be completed, which affected the quality of work, even though the analysis showed that 86.1% of respondents stated that they were very interested in the work being carried out.

**Fourth,** organizational management needs to emphasize the aspect of interpersonal values between supervisors and employees, and between colleagues and employees, in terms of good responses in organizational support in order to foster relationships that always emphasize the concepts of istiqamah and insaniyyah in organizing (Hasan Al-Banna Mohamed, Ab Mumin Ab Ghani & Siti Arni Basir, 2015). This matter needs serious attention based on the study findings that 44.5% of respondents said they could not challenge decisions made by their supervisors or superiors, although the analysis recorded that 87.8% stated that their supervisors or superiors dealt with them with polite language and manners. From the

perspective of Islamic civilization, the nature of the Prophet Muhammad S.A.W, who respected the feelings and circumstances around him, can be used as a guide for more efficient governance and become a charm for all levels of employees. The personality of the Prophet Muhammad S.A.W, who did not reprimand openly in front of his companions even though he failed to complete the tasks entrusted to him due to spending a lot of time with other companions, is an example to follow. Maximizing cost-effective results in the management of organizational resources is often associated with integrity and efficiency at the highest level. Analysis of training effectiveness and impact studies needs to be re-evaluated based on change management objectives. In this case, the factor of respect for experience needs to be considered and not just respect for tradition alone. The experience gap factor in the study organization is seen as too wide, with only 25.6% of employees having more than 15 years of experience compared to less than 15 years, which is almost three-quarters (74.5%) of the total number of employees.

**Fifth,** the concept of *Maqasid Syariah* needs to be applied in government organizations to ensure that Malaysia is an Islamic country that is respected both regionally and globally (Rabiatul, Iqlima, Nur Izzati & Nurul, 2019). Wisdom in decision-making will result in values and ethics being promoted in the delivery system of government organizations. This coincides with the findings of a study where employees are allowed to challenge decisions regarding employment made by their managers, showing that only 55.5% agreed while 44.5% disagreed. The percentage of those who disagreed is very high, and if the steps to apply work as an act of worship are not practiced, it could certainly become like a cancer that is difficult to treat.

## Conclusion

The results of the study found that most employees are less focused on work due to rewards, the work environment, and organizational justice not receiving special attention, in addition to the fact that some employees are facing health problems. Work stress should be assessed in the present moment, in terms of its relationship with the physical environment of the workplace or the compatibility of relationships between employees. If the spiritual attitude of employees is ignored, it will affect job satisfaction, and work motivation will decrease, thus failing to provide well-being to them. Poor employee relationships are also likely to be due to mutual distrust among employees. Each employee is an agent of change; the organization's support strategy and response must be based both top-down and bottom-up to avoid change management conflicts. The balance point of values and conflicts, based on the principles of the rule of law, integrity, equity, and inclusiveness, is very important to emphasize at all levels of organizational management. Underestimating efforts to strengthen work well-being will increase the severity of distrust in the delivery system, thus affecting the organization's goals in the challenging era of globalization.

The findings of this study support established organizational support theories, emphasizing the positive impact of reciprocal processes in building relationships and empowering employees to contribute to workplace well-being. These theories suggest that employees' perceptions of organizational support are shaped by their evaluation of various organizational elements such as rules, practices, culture, norms, financial resources, and managerial actions. Previous research has often highlighted general and predictable outcomes, namely that perceived organizational support influences workplace well-being in day-to-day tasks. In

contrast, this study underscores the influence of organizational commitment, confirming that the interaction between perceived support, job satisfaction, work motivation, and organizational commitment can reduce inefficiencies and enhance productivity. This research integrates a conceptual framework that links perceived organizational support and employee well-being, guided by theoretical insights from both Islamic and Western approaches. The study highlights the pivotal mediating role of organizational commitment within this relationship. Furthermore, strong perceptions of organizational support across all level through recognition, motivation, emotional support (self-esteem, trust, active listening), instrumental support (pledges, feedback), informational support (advice, guidance, instructions), physical support (time, energy), care, and respect for employees' views can significantly enhance workplace well-being. This is achievable when such support is backed by organizational commitment from leadership. Ultimately, the positive outcomes benefit society at large, particularly those reliant on quality services from public agencies.

**Appreciation**

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