

The mediating effect of quality of work life on the relationship between career development and psychological well-being

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Abstract

This study investigated an integrative of psychological well-being of public service employee. This study tested a mediation model consisting of psychological well-being as the dependent variable, career development as the independent variable and quality of work life as the mediator. A total of 429 white-collar workers employed in a public service participated in this study. An analysis of the results found career development and quality of work life were related to psychological well-being. The multiple regression analyses indicated that quality of work life partially mediates the relationship between career development and psychological well-being. These findings appeared to confirm that career development and quality of work life enhanced employee psychological well-being. The implication of this study is that it does contribute to understanding of the ways by which the management can endeavor to increase employee well-being based on the needs of the employee and the needs of the organization.

Keywords: psychological well-being; quality of work life; career development; public service employee; cross sectional

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1. Introduction

Organizations contribute to the experience of their members in pervasive and varied ways. Because the organization can be an important source of self-definition and self-evaluation, organizational identification is tied to outcomes such as employee persistence, success, and well-being (Abrams, Ando, & Hinkle, 1998; Harris & Cameron, 2005; Wan-Huggins, Riordan, & Griffeth, 1998). Employee well-being is often discussed and is becoming increasingly preferred in developed countries. As stated by Ryan and Deci (2001), well-being refers to optimal psychological functioning. Demands to improve the well-being will continue by the workers because it is the basic needs that must be met in order that the workers have the motivation to work properly (Harter, Schmidt, & Keyes, 2002). Efforts to meet the basic needs can be done through an adequate level of salaries; a safe work environment and opportunities for develop. If these basic needs cannot be met then the well-being of the workers will be low. In this condition, workers are not satisfied with the domains of work and life as a whole (Seligman, 2002; Veenhoven, 2003).

The well-being of employees is in the best interest of communities and organizations. The workplace is a significant part of an individual's life that affects his or her life and the well-being of the community. The average adult spends much of his or her life working, as much as a quarter or perhaps a third of his waking life in work. As much as a fifth to a quarter of the variation in adult life satisfaction can be accounted for by satisfaction with work. Employees who have a high level of well-being more cooperative, have a low level of absenteeism, timely and efficient, and can work longer at a company (Harter, Schmid, & Keyes, 2002). When individuals have a good psychological wellbeing, they were able to function properly (Ryff, 1989). Thus, it would be optimal to do all the duties and responsibilities as individuals and he has positive relationships with others (Davis & Hill, 2012). The experiencing of positive emotions like happiness is crucial to execute wide array of developmentally-anchored life tasks (Datu, 2012). Besides individuals are also able to hold on to confidence, able to deal with the surrounding environment, and generally become a better person in life. If this is specified with the world of work, the level of psychological well-being would be useful in improving an individual's commitment, work productivity targets in work, relationships with colleagues, as well as mastery of the work environment (Van Horn, Taris, Schaufeli, & Schreurs, 2004).

As a developing country, Indonesia should require productive workers. It is important to bear workers to improve the quality of services to align with the developed countries. Human resource management plays an important role to enhance workers to be qualified and productive, so that any issues relating to employment issues such as mental disorders, stress, fatigue, burnout, dissatisfaction and turnover can be overcome (Chen, Chang, & Yeh, 2004). Most of workers spend an average of eight hours a day at work. This condition causes most of the time a worker spent at work. Work environment become a social gathering to chat, exchange ideas, meet and exchange experiences with colleagues (Harter, Schmid, & Keyes, 2002). Thus, employee psychological well-being is essential in achieving the organization as this is part of the quality of working life.

Quality of work life does not only affect job satisfaction, but it will also affect life satisfaction, such as family life, social life, financial and well-being of workers (Sirgy, Efraty, Siegel, & Lee, 2001). Danna and Griffin (1999) said that quality of work life as a concept that includes the level of life satisfaction as the highest level, and job satisfaction in the middle. Job satisfaction can be obtained from such work satisfaction with wages, coworkers, and supervisors. Quality of work life is an important thing. Some mentioned the fact that a happy worker is a productive worker; a happy worker is a worker who devoted and committed to the organization (Greenhaus, 2002). Baron (2000) said that the quality of work life also aims to make work more attractive and provide benefits to workers. Quality of work life in general could be compensation systems, social relations and

career development (Kalimono, Lindstrom, & Smith, 1997). Some literature also states that environmental factors (such as physical, security and work conditions), relationship factors (such as relationships in the working group, the relationship between workers and management), demographic factors, social change, technology and labor markets is important related to the quality of work life (Robbins, 2001; Saklani, 2004).

Kraemer (2000) said that the workers will stay in the organization depends on how they see their future in the organization. Worker will stay in the organization when he/she felt that work designs provided by the organization useful for work and careers. The existence of a clear career advancement within their working lives are also profoundly influenced a worker to survive in an organization. Hariandja (2002) stated if a worker feels his/her career development grow stunted and not match to career goals achieved within the organization, then the worker may not have high morale, are not motivated to work and even going to resign and get out of the organization. This opinion is also consistent with Robbins and Coulter (1999) who claimed career development is one way for organizations to attract and retain people with talent in an organization.

Encompasses the career development practices used within the organization such as placing clear expectations on employees on their expectations and succession plans. Quality of work life is linked to career development and career is evolving from such interaction of individuals within the organizations. Career arises from the interaction of individuals with organizations and society. Career is not primarily a theoretical construct but is used in meaningful ways, given meaning and it creates meaning and also experience (Chen et al., 2004). The fulfillment of the needs and expectations of career development workers who carried out between workers and the organization will create a positive perception of themselves at work in his career development in organizations.

2. Literature Review

2.1 Career development and Psychological well-being

Wiese, Freund and Baltes (2002) in their study found that career success is positively related with emotional well-being of workers. Organization will offer many opportunities for employees to develop career. According to them, there is a link between the needs of individuals and organizations can make individuals develop and achieve career satisfaction within the organization. Individuals are more open to the things that new capacity, knowledge transforms themselves in ways that are more effective and have a clear purpose in eliciting career. Shanafelt, Novotny, Johnson, Zhao, Steensma, Lacy, Rubin, and Sloan (2005) suggested that employees who have high levels of psychological well-being will have a high level of career satisfaction, while, employee with a high level of psychological well-being capable of controlling the complexity of outdoor activities, creating value and personal use according to the context. Possessed this ability enables individuals better prepared to face the changes as well as the opportunity to develop their potential.

Cheung (2000) said that a positive correlation between organizational roles with well-being. The findings indicate the role of organizations and managers can instill a sense of commitment to employees by providing a work environment that supports training and opportunities to grow, and to accept the views or opinions of employees. Employees who get the opportunity to develop his potential will be more comfortable and happy in his activities. The role of organizations that support career positively related to job satisfaction and psychological well-being. Career development offered by the organization can be received by an employee as a support to advance in an organization. Employees to be more enthusiastic in work and feel satisfied with the plan offered by the organization (Burke, Burgess, & Fallon 2006).

Johnson, Huang, and Lindfords (2007) found that factors such as education, career employment, and family involvement have an influence on psychological well-being. Family support and the opportunity to develop their potential allow individuals to remain resilient in an organization. Individuals will coordinate his personal needs with the needs of the organization. The fit between the needs of individuals with individual needs enables

organizations to meet the increase motivation and satisfaction in the improvement of performance. Opportunity to develop and enhance the skills of self-help individuals faces the emerging challenges in the work environment. Individual's ability to meet the challenges enabling them to receive a variety of changes that appear in his/her work life (Burke, Koyunchu, & Fiksenbaum, 2008).

2.2 Career development and Quality of work life

According to Lau and May (1998) quality of work life is a dynamic construct, including defining characteristics such as job security, reward systems, opportunities for training and career development and participation in decision making in the organization. The role of the supporting organizations such as access to resources, information, rewards and the opportunity to develop a career, making the task of design can reduce the barriers that can affect worker productivity and improving the quality of working life (Chang & Lee, 2001; Cohen, Chang, & Ledford 1997). Employees who get proper salary, recognition and career development, given the autonomy and training, will feel that their contribution is valued. This feeling will increase their positive perception of the organization. Positive perception of the organization will affect job satisfaction, improve performance and enhance the quality of working life (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002; Allen, Shore, & Griffith, 2003).

Chen, Chang, and Yeh (2004) reported that the implementation of career development program to improve the quality of work life and reduce the level of turnover and job dissatisfaction. Employees believe that given the opportunity to develop them will help them to survive and committed to the organization. Employees are loyal to the organization if they feel the organization values and meet their needs. Opportunity to develop a career is a tribute given due respect for their organization. The awards bring a positive attitude to organization. Attitude of employees will increase and so will make employees more committed to the organization (Fuller, Barnett, Hetse, & Relyea, 2003). Study conducted by Rose, Beh, Uli, and Idris (2006) found that career satisfaction; career achievement and career balance was significantly correlated with the quality of work life. Workers get training and development opportunities by allowing them to improve their skills and be able to express attitudes and roles in the organization. This will enable employees to survive and improve operational efficiency. These studies indicated that career development closely linked with the quality of work life such as, work environment, job satisfaction, job involvement, support from colleagues, and job design.

2.3 Quality of work life and Psychological well-being

Quality of work life is a closely related constructs of life satisfaction and happiness of employees in work activities (Efraty & Sirgy 1988; Hackman & Suttle 1977; Lawler 1982; Sirgy, Efraty, Siegel, & Jin Lee, 2001). Quality of work life is not only effective but also efficient job satisfaction to life such as family life, social life, financial life, and so on (Sirgy e al., 2001). Sirgi, Reilly, Wu, and Efraty (2008) found that the quality of work life can improve the quality of life through the provision of resources and sufficient work in accordance with the expectations of employees, reduce conflict within and outside of work and increase the value of the employee's identity. In addition, they also believe that the quality of work life programs significantly role in life satisfaction, happiness and subjective well-being of workers.

The Components of the quality of work life such as work environment, wages, work schedules closely associated with life satisfaction and well-being of workers (Dargahi & Yazdi 2007; Siegrist, Wahrendorf, Knesebaeck, Jurgens, & Supan, 2006). Their study found that most of the workers feel dissatisfied with the scope of work and wages received. pressing work environment, irregular work schedules workers feel comfortable in carrying out his work. Meanwhile, Steijn (2001) argued that employee engaged in work teams feel more enthusiastic and happy in work activities than working alone. In addition, the implementation of quality of work life can increase life satisfaction and happiness levels of employees. Employees are more comfortable in carrying out their activities either in the workplace or in family life (Cole, Robson, Charles, McGuire, Sicotte, & Champagne 2005; Golden & Wiens-Tuers, 2006)

The current study focused on career development that can contribute to the quality of working life and psychological well-being in context of Indonesia. Some studies concluded that career development can reduce turnover, job dissatisfaction, and increasing the role of individuals in the organization (Lau & May, 1998; Chen et al., 2004; Williamson et al., 2005). The aim of this study is to analyze how psychological well-being may be influenced by career development and quality of work life that perceived both the employer and the employee, specific organizational outcomes may be expected to ensue.

The adoption of assessment of the employee's perception of both her/his own obligations and those of the employer allow the formulation of more specific hypotheses on the relationship between psychological well-being and the elements of organizational life examined. Although the employee's perception of her/his own obligations and of the employer's may be significantly related, this study hypothesizes that each of these dual perceptions exerts a differentiated influence on the two components of organizational life considered (career development, and quality of work life). Thus this study also examines how the quality of work life will affect the relationship between the career development and psychological well-being.

The above discussion leads to the following hypotheses:

- Hypothesis 1: There is a correlation between career development and Psychological well-being.
- Hypothesis 2: There is a correlation between career development and Quality of work life
- Hypothesis 3: There is a correlation between Quality of work life and Psychological well-being.

3. Research method

3.1 Participants

The sample of current research was the full time employees of 5 public service organizations in Medan, Indonesia. Five hundred and ten questionnaires (including scales of psychological well-being, Quality of work life, and career development) were distributed among employees. The four hundred twenty nine questionnaires of the employees returned the questionnaires. In this regard response rate was 84.11%.

3.2 Instruments

Psychological Well-being

The instrument was the psychological well-being scale adopted from Ryff and Keyes (1995). The subjects of this study were requested to respond using four-point scaled response options ranging from strongly disagree (1) to strongly agree (4). Higher scores will signify elevated degree of psychological well-being. This scale consists of 32 items and the Alpha Cronbach coefficient of reliability is 0.89.

Quality of Work Life

The instrument was the quality of work life scale designed to some aspects of work life quality suggested by Walton (1975; Cascio, 2003). The subjects of this study were requested to respond using four-point scaled response options ranging from strongly disagree (1) to strongly agree (4). Higher scores will signify elevated degree of quality of work life. This scale consists of 44 items and the Alpha Cronbach coefficient of reliability is 0.928.

Career Development

The instrument was career development scale designed using some aspects of career development proposed by Noe (2002). The subjects of this study were requested to respond using four-point scaled response options

ranging from strongly disagree (1) to strongly agree (4). Higher scores will signify elevated degree of career development. This scale consists of 32 items and the Alpha Cronbach coefficient of reliability is 0.936.

3.3 Statistical analysis

Correlation coefficients were computed to examine the relationships between quality of work life, career development and psychological well-being. A series of regression analyses was used to test the hypotheses of the study. Judd and Kenny (1981) recommended the use of a series of regression models to test mediational. Testing for mediation requires the estimation of the three following regression equations (Baron & Kenny, 1986); first, regressing the mediator on the independent variable; second, regressing the dependent variable on the independent variable and third, regressing the dependent variable on both the independent variable and on the mediator. The following are the four conditions for establishing mediation: (1) The independent variable significantly affects the dependent variable; (2) The independent variable significantly affects the mediator; (3) The mediator significantly affects the dependent variable; (4) The effect of the independent variable on the dependent variable shrinks upon the addition of the mediator to the model. If the independent variable does not affect the dependent variable upon regressing the dependent variable on both the independent variable and on the mediator, then full mediation is established. If otherwise, the test supports partial mediation (Baron & Kenny, 1986; Ngah, Ahmad, & Baba, 2009).

4. Result

The analysis of data was using Pearson correlation using SPSS 17.0 for Windows. Correlational analysis results revealed that there were significant correlations between career development and quality work life ($r = 0.572, p < 0.01$) and psychological well-being ($r = 0.410, p < 0.01$). Quality of work life was significantly related to psychological well-being ($r = 0.153, p < 0.01$). The result showed that an increase in career development leads to a increase in quality of work life and an increase in psychological well-being. An increase in quality of work leads to an increase in psychological well-being. These results support H1- H3. Overall results are seen in Table 2.

Table 1

Descriptive of demographic factors

Variables	Frequency	Percentage (%)
Sex		
Male	225	52.4
Female	204	47.6
Age		
Below 30 Years old	206	48.0
31 - 40 Years old	64	14.9
41 - 50 Years old	115	26.8
Above 50 Years old	44	10.3
Education Level		
Senior High School	91	11.8
Diploma	102	13.3
Bachelor	236	55.0
Length of Service		
1 - 10 years	248	57.8
11 - 20 years	77	17.9
21 - 30 years	104	24.2
Marital Status		
Married	263	61.3
Unmarried	166	38.7

Table 2

Means, standard deviations and intercorrelations of the variables

Variables	1	2	3	Mean	SD
Quality of work life	-			121.09	11.13
Career development	.572**	-		90.79	8.19
Psychological Well-being	.153**	.410**	-	93.67	8.20

Note. ** $p < 0.01$

A series of regression analyses were used to test the role of quality of work life as a mediator in the relationship between career development and psychological well-being. Applying the four conditions for establishing mediation, it was found that quality of work life partially mediates the relationship between career development and psychological well-being since the independent variable affected the dependent variable upon regressing the dependent variable on both the independent variable and on the mediator. The result indicate that career development could directly increase psychological well-being ($\beta = 0.479, p < 0.01$) and career development could increase quality of work life ($\beta = 0.572, p < 0.01$) which in turn could increase psychological well-being employees ($\beta = 0.121, p < 0.01$). (The result can be seen in Table 3)

Table 3

Results of multiple regression analysis

Criterion Variables	Predictor Variable	Beta	R ²	F
Psychological well-being	Career development	0.410	0.168	86.266**
Psychological well-being	Quality of work life	0.153	0.024	10.278**
Quality of work life	Career development	0.572	0.328	208.037**
Psychological well-being	Quality of work life	0.121	0.178	46.096**
	Career development	0.479		

Note. ** $p < 0.01$

5. Discussion

Based on Pearson correlation analysis, there is a significant correlation between career development and quality of work life. Thus, it can be concluded that the quality of work life of work depends on how these workers perceive career development in organizations. If workers feel that they can develop themselves in the organization, they feel that the organization can fulfill their personal need. Conversely, if workers unable to develop themselves, so the organizations are not able to fulfill their personal need. The results is consistent with the proposed by Chen et al. (2004), Rhoades and Eisenberger (2002) that nowadays people no longer work mere physiological needs, but also require an increase in non-material as a manifestation of self-actualization in the form of career development. Career development is all kinds of activities undertaken within the organization in order to implement a career plan that can be achieved the career goals. How the workers perceive their career development may affect to work attitudes and behavior in organizations, because individual perception of a thing that needs is one factor that indicates the formation of attitudes and behavior.

There are three reasons that could explain the relation of career development and quality of work life. First, the effectiveness of career development will be obtained if the career development activities carried out jointly between the workers, employers and organizations. Workers, who have a positive perception of career development and supported by the organization, tend to have high motivation to achieve the goals (Rose et al., 2006). Thus, workers who are satisfied with the job and his career will be loyal to the organization and work to improve profitability and productivity of the organization. Second, relation of career development and quality of work life can be explained by Ivancevich (1995). He suggested that career development is an attempt to adapt the purposes and objectives of workers with career opportunities available at present and in the future in an organization. Individuals will have career opportunities in line with the offerings provided by the organization. Career development pattern offered by the organization will be accepted by workers as a support for the forward.

A good working condition, the support and the opportunity to develop is a major consideration in the work life of workers. Acceptance of career development will depend on how they respond to and perceive this career development. Workers' perception of career development is influenced by the interaction between the values, hopes, and purposes of workers, through positive experiences gained during the running of work.

Third, a positive relationship between career development and quality of work life can be explained by Clutterbuck (2004). He argued that the organizations manage and develop human resources effectively, will have a high level of productivity, high market value and higher profit growth. In other words, these organizations can meet the needs of the organization, shareholders and investors. In addition, the effective of human resource management can meet the needs of workers with a variety of ways consistent with organizational capacity. Thus the human resources in the organization will be able to develop themselves in an optimal. Study conducted by Melinda and Zulkarnain (2004) showed that workers were willing to make sacrifices for the organization, so that the workers will be willing to work and do some effort for the success of the organization. Willingness is only going to grow and develop if the workers believe that the success of the organization is also the success to achieve their desired career.

The results of this study also reported a significant relationship between career development and psychological well-being. The results were similar to the findings of Burke et al. (2006), Johnson et al. (2007) that found career development systems related to employee well-being. The relationship can be explained in several ways. First, career development should focus on the interaction between individuals and organizations over time (Cascio, 2003; Schein, 1987; Robbin, 2001). An organization is highly dependent on the point of their people, while the workers are very dependent on the organization that provides the opportunity to work and careers. This relationship is reciprocal in nature are very noteworthy. Thus, to improve the welfare of employees, organizations should focus on its work. Features such as difficulty of the task assignments, excessive workload, responsibility should be reviewed and if necessary modified. Organization may provide a strategy for reducing job stress by improving the balance between the employees in their work.

Second, employees will be short lived if the organization can make employees feel that given the plans beneficial for employment and career. Career advancement are also profoundly influenced his work an employee to stay in the organization. Career plan provided by the organization, will be influential in increasing job satisfaction. Individuals who work in career orientation are not will feel satisfied, and slowly change their orientation or move to new working conditions (Johnson et al., 2007; Wiese et al., 2002). Third, career development relationship with psychological well-being depends on the interpretation of opportunity for career development. Employees can interpret whether an organization's support or otherwise of his career based on expectations and the needs of employees are met. Experienced workers can interpret if expectations and their needs supported or not by the organization. If supported by the organization's employees' perception of the organization's career development will be positive. Otherwise, the employees' perception of career development will be negative. Finally, if employees perceive career development opportunities provided by the organization as something positive, then the situation would improve psychological well-being of workers (Burke, Burgess, & Fallon, 2006).

The result showed there was a significance relationship between quality of work life and psychological well-being. Quality of work life was predictor of psychological well-being. Employees with a good quality of work life will likely be satisfied with their well-being. These findings also consistent with the findings of Cole et al. (2005), Efraty & Sirgy (1988), and Sirgy et al. (2001). There are some reasoning can be explained. First, a positive relationship exists because of the quality of work life is associated with improvement approach in an industry that lead to improved organizational effectiveness. Quality of work life is more focus on staff development and improving the well-being of workers in order to improve performance of an organization (Cole et al., 2005). Quality of work life enables to design a comfortable work, full of joy to be able to enhance the psychological environment can improve employee performance and responsibility while increasing individual internal motivation to work in earnest. An employee will normally work in earnest if the work performed could

improve their work motivation. Thus, the high quality of work life is not only effective to increase job satisfaction, but can also relate to the increase in life satisfaction, such as family life, social life, finances and well-being of workers (Sirgy et al., 2001).

Second, in addition to improving employee motivation, quality of work life also can increase organizational efficiency and employee negative behavior can be reduced. According to Lawler (1982) implementation of quality of work life can increase job satisfaction, organizational involvement, commitment and efficiency of labor productivity. The program is also shown to reduce problem behaviors such as truancy, strike, accidents and turnover. Even quality of work life also can increase employee loyalty to the organization and to enhance trust between employees and supervisors, reduce stress and increase wellness. Meanwhile, the positive effects of quality of work life not only contribute to the organization's ability to recruit quality individuals but also can increase the competitiveness of the organization.

Third, Studies now clearly suggest that the well-being of employees may be in the best interest of the employer. In particular, researchers have studied the relationship of individual-level job satisfaction to individual-level performance (Judge, Thoresen, Bono, & Patton, 2001); Harter et al., 2002). Spector's (1997) review suggested that more satisfied employees are more cooperative, more helpful to their colleagues, more punctual and time efficient, show up for more days of work, and stay with the company longer than dissatisfied employees. Investigation of the happy--productive worker clearly links emotional well-being with work performance. Employees who report experiencing a greater balance of positive emotional symptoms over negative emotional symptoms received higher performance ratings (Harter, et al, 2002). In sum, work is a pervasive and influential part of the individual and the community's well-being. The emotional well-being of employees and their satisfaction with their work and workplace affect citizenship at work, turnover rates, and performance ratings.

6. Conclusion

Organizations can contribute to the development of employees' sense of coherence by providing information in a consistent, structured, ordered and understandable format. In order for employees to perceive that work expectations are manageable and within their, or important other peoples power, employers should ensure that employees are equipped with the necessary knowledge, skills, material, instruments and other resources, and that there is a balance in the load of tasks to be handled. Employees should also be given the opportunity to perform work that requires thought and independent judgment. Employees will regard their work as meaningful when a degree of independence and freedom of choice is allowed in the performance of their tasks. Participation in decision making will enhance the employees' feeling of membership and contribute to the meaningfulness component of sense of coherence. Moreover, the employee should have the freedom to disagree with his/her supervisor, to be able to discuss what to do with his/her supervisor and to act autonomously.

The result of this study supports the proposition that well-being in the workplace is, in part, a function of helping employees do what is naturally right for them by freeing them up to do through behaviors. Well-being perspective is quite applicable to business and that, as managers and employees focus on satisfying basic human needs in the workplace, clarifying desired outcomes and increasing opportunity for individual fulfillment and growth. The employees may increase the opportunity for the success of their organization. The degree of satisfaction in quality of work life is related to the degree to which the individual believes his or her success criteria have been met, especially if the individual places great importance on these criteria which include organizational climate, pay, respect, personal growth and family life balance. It can also be concluded from the data, that the individual's family life correlates significantly with his/her level of quality of work life. This further suggests that a successful family life carries over into one's career and makes one more satisfied with personal achievements. The fact that is worthy of conclusion is the importance of career achievement in quality of work life. In the current context, the emphasis is on income, position and personal growth and opportunity in career mobility as potential success indicators.

6.1 Implication

This study has confirmed the importance of career development and quality of work life for psychological well-being in many respects. It has shown that the perception of the employer's tends to shape attitudes to the organizational role. In parallel, the study has also pointed out the importance of the employee's assumed to the organization in regulating the perception of justice, motivational involvement, and the affective bond with it. This study therefore heightens understanding of psychological well-being and further highlights its importance for managerial practices. The results confirm that, if workers are to be motivated to grow, and if they are to be affectively tied to the organization and to their organizational roles, the employer must endeavor to establish employee psychological well-being. Understanding the dynamics whereby the psychological well-being arises and is maintained in the worker's mind is of central importance for management. If the organization fails to understand and adequately fulfill of the psychological well-being, negative consequences—such as perceptions of injustice or role ambiguity—may ensue for the employment relationship. The results appear to show that positive perception between employees and employer give rise to greater investment in the organizational position, more value set on the work role, and more intense affective commitment. Benefits accrue to both parties: to the organization, which can rely on personnel fully committed to investing personally in the success of the company; to the workers, who are probably more satisfied with their work, feel more appreciated, and have a sense of organizational belonging.

6.2 Limitation

The present study has the following limitations. The research was cross-sectional (all the data were collected at the same time), which means that it is not possible to draw conclusions about cause and effect among items based on employee responses. Future longitudinal research is therefore needed to confirm the conclusions drawn by this study. Another limitation is the exclusive use of self-report measures, a strategy often associated with method variance. Sample size further limits the research results in such a way that results cannot be generally applied to public service employees in Indonesia.

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