

THE EFFECT OF WORKPLACE SUPPORT ON ENGAGEMENT AND ITS IMPACT ON THE WELFARE OF HIGH-POTENTIAL EMPLOYEES

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Abstract

This study examines the relationship between supervisory support, organizational support, employee engagement, and the psychological well-being of high-potential employees. This article uses social exchange theory to explore relationships between constructs. The survey was conducted at a national private commercial bank in Indonesia. The selected bank specifications are good business performance (included in the category of Go Public companies) and a talent management system. The number of research samples is 99 high-potential employees. Complex relationships between constructs are tested using PLS-SEM, which, in its technical implementation, uses the SmartPLS software. The results showed that supervisors' support positively influenced employee engagement. Organizational support has a positive influence on employee engagement. Employee engagement positively influences psychological well-being. The practical implications that can be given from this research are increasing organizational support by strengthening social networks. Furthermore, engagement can be increased by prioritizing the health of high-potential employees.

Keywords: supervisor support, organizational support, employee engagement, psychological well-being

1. INTRODUCTION

The contribution of the financial and insurance services business to the economy in Indonesia is constantly increasing. From the latest data, the growth of financial intermediary services showed an increase of 9.82 percent in 2016 from 9.57 percent in 2015 (BPS-Statistics Indonesia 2017). Given the role of banks as intermediary institutions (Aviliani et al., 2015), there is a need to improve the performance of high-potential employees. High-potential employees have a strategic role in the company. A company's progress depends on the innovation and creativity of high-potential employees (Cheung et al., 2012). Therefore, it is not surprising that until now, talent management remains one of the biggest challenges faced by various organizations around the world (Cascio, Boudreau 2016). High-potential employees are the company's spearhead to face a dynamic market environment (Vaiman et al., 2012; Meyers, van Woerkom, 2014). High-potential employees' commitment to continue contributing makes the organization highly competitive (Collings, Mellahi 2009). Indonesia needs more skilled workers in the financial sector to compete globally.

Even though talent management has been recognized as bringing many advantages, until now, organizations still need help managing high-potential employees (Beaumont et al., 2016). This has prompted some academics to study the behavior of high potentials in organizational development (e.g., Swales, Blackburn, 2016; Khoreva et al., 2017). Even

though the benefits of talent management practices are widely known (Björkman, Mäkelä 2013; Thunnissen, 2016), until now there is still limited research on the response of talented employees to support in the workplace (Farndale et al., 2014). Several factors cause high-potential employees to contribute to their organization's progress consistently.

Social exchange theory has helped academics and practitioners to understand the interrelationships between high-potential employees and their organizations (e.g., Khoreva et al. 2017). The theory is useful as a lens for explaining the attitudes and behavior of an employee. Employees become motivated to do their best after getting support from the organization and supervisors. They feel obligated to contribute to the progress of the organization.

Several things are key so that high-potential banking employees remain productive. Gallup (2017) shows that welfare is a determinant for organizations to continue to grow and have a competitive advantage. This study will review well-being from a psychological perspective (Grant et al., 2007). Psychological well-being is broader than job satisfaction (Brunetto et al., 2011). Employees need to feel pleasure when doing activities and certainty that everything they do is by the goals of work life. This study will examine the antecedents that play a role in forming employee welfare.

The most productive and happiest employees are highly engaged and have high levels of well-being (Robertson et al., 2012; Lewis et al., 2012). Wellbeing needs to go hand in hand with employee engagement. Employees who have high involvement will report psychological well-being, which is also high (Brunetto et al., 2014). There is a strong interaction between engagement and well-being in producing outcomes for high-potential employees (Fairhurst, O'Connor 2010).

Several academics have previously examined the drivers that shape the well-being and engagement of high potentials. In practice, organizational support can lead to employee engagement (Saks, 2006) and welfare (Rhoades et al., 2001). Organizational support acts as a balance between job demands and the emotional needs of banking employees (May et al. 2004). Using the social exchange theory framework, appreciation and caring will form a long-term "feeling of obligation" (Rhoades, Eisenberger 2002). In addition to organizational support, supervisory support can interfere with an employee's perception of an organization (Shanock, Eisenberger 2006). This is because supervisors have a strategic role in fostering the trust of high-potential employees in the organization.

Therefore, testing the impact of supervisory and organizational support on the engagement of high-potential employees can provide insight into whether the perceived social exchange has become a strong basis for forming positive psychological well-being. This article contributes to the talent management literature. This research question is as follows:

- a. Does supervisory support and organizational support have a significant positive effect on employee engagement?
- b. Does employee engagement have a significant positive effect on psychological well-being?

The contribution made by this article is an empirical substantiation of the role of workplace support on the well-being of high-potential employees when facing job demands. This knowledge is useful for retaining top talent to keep their careers and improving the bank's image and reputation to increase the company's intangible assets from time to time. Using the framework of social exchange theory, this study will examine the interrelationships between constructs on high potential employees in the Indonesian banking sector. In the final section, the beneficial managerial implications for the progress of managing high-potential employees in banking will be explained. In addition, suggestions for future research were also presented.

2. LITERATURE REVIEW

2.1. Social Exchange Theory

This article uses social exchange theory to explore the impact of supervisory and organizational support on the engagement and well-being of high-potential employees in banking. The social exchange theory presented by Blau (1964) is useful for explaining how mutually beneficial relationships occur in organizations. The social exchange is not only limited to material things but includes social and emotional aspects (Björkman, Mäkelä 2013). The social exchange will survive if there is a feeling of mutual trust and respect (Farndale et al., 2014). The closeness of the relationship gets stronger when interested parties can express their needs and desires. Support from supervisors and the organization promotes employee engagement and well-being. Meeting needs motivates high potential to develop skills to support the achievement of the company's and its departments' strategic goals (Björkman, Mäkelä 2013; Swailes, Blackburn 2016). The consistency of mutually beneficial relationships within the organization will erode selfishness and increase awareness to contribute. The exchange of resources, information, knowledge, skills, and assistance is useful in the decision-making process in talent management (Vaiman et al., 2012). They can manage the workload wisely so it does not cause excessive stress. Thus, a harmonious interaction process makes the work atmosphere more attractive.

By the principles of social exchange theory, supervisor and organizational support will ideally direct employees to high potential to be excited at work. They are also proud of the profession that has been occupied so far. In the long run, enthusiastic workers who enjoy being active at work will experience psychological well-being. The next section describes the construct used.

2.2. Supervisor Support

The support provided by supervisors can increase the morale of high-potential employees (Cheng et al., 2013). Support from supervisors keeps employees loyal to their organization (Jose, Mampilly 2015). Employees who have received various forms of attention and assistance from supervisors are dedicated to their work. They will act in harmony with the vision and mission of the organization (Van Vianen et al., 2011). A harmonious relationship with supervisors allows employees to enjoy all activities at work. Supervisory support is closely related to a worker's contribution to the organization.

Supervisory support optimizes employee engagement (Saks, 2006; Karanges et al., 2014).

H₁: Supervisory support has a positive effect on employee engagement.

2.3. Organizational Support

Organizational support can increase employee engagement (Caesens et al., 2014). The support provided by the organization makes employees good resilience when facing work demands (van Beek et al., 2012). For high-potential employees, the existing challenges make activities at work more interesting. Employees remain persistent in completing daily tasks (Schaufeli et al., 2002). Employees who receive organizational support also focus well at work (van Beek et al., 2014). The fun of completing tasks makes time pass quickly.

H₂: Organizational support has a positive effect on employee engagement.

2.4. Employee Engagement

From previous studies, engagement has been associated with various outcomes for an employee (e.g., Schaufeli, Bakker 2004; Taris et al., 2010). High potential employee engagement is characterized by passion, dedication, and absorption (Jose, Mampilly 2015). Enthusiasm is related to the condition of someone who is enthusiastic about work activities. Dedication is related to sacrificing a high-potential employee's time, energy, and thoughts for the organization's success. At the same time, absorption relates to the ability of employees to enjoy their activities at work. Engaged employees will see their work as an interesting and fun activity (van Beek et al., 2012; Putra et al., 2019).

The results of a Gallup (2013) study show that work involvement encourages employees to maintain a healthy physique and lifestyle. Employees involved in work also report psychological well-being within themselves (Brunetto et al., 2014). The psychological well-being used in this study is different from job satisfaction. Psychological well-being is broader than job satisfaction (Diener, 2000). The psychological well-being used includes hedonic and eudaimonic elements in employees (Grant et al., 2007). Hedonic is related to enjoyment at work. Meanwhile, eudaimonic is associated with optimizing one's potential. The outcomes of high potential employee engagement are health (Mauno et al., 2007), work performance (Shuck, Reio 2014), and psychological well-being (Gupta, Sharma 2016). Based on the description above, the hypothesis is formulated as follows:

H₃: Employee engagement has a positive effect on psychological well-being.

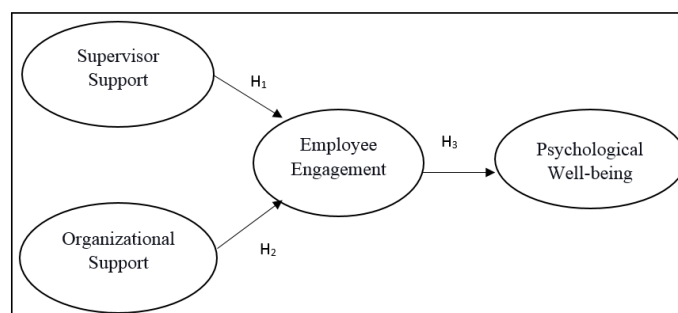


Figure 1: Research Framework

3. METHODOLOGY

Variable measurements were adapted from previous studies. In its implementation, each variable in the research model is measured in intervals, often called the Likert scale. Choices range from 1 for strongly disagree to 5 for strongly agree. All variable indicators are reflexive.

Measuring psychological well-being variables refers to the indicators inside Brunetto et al. (2011) with a composite reliability of 0.90. There are four statement items adopted. The measurement of these variables has included the eudaimonic part, in which, in substance, the indicators are related to important goals in work life and opportunities to reflect on activities in the workplace. In addition to the eudaimonic section, this study includes a hedonic section whose indicators are substantially related to work-life satisfaction and feelings of accomplishment at the workplace.

Measuring employee engagement variables refers to Schaufeli et al. (2006), with a Cronbach's Alpha value of 0.89. Fifteen statement items were adopted. Substantially these indicators are related to: the enthusiasm of employees in carrying out work activities, the sacrifice of time and energy for the success of the organization, as well as the ability of employees to enjoy their activities at work.

The measurement of the supervisory support variable refers to the dimensions proposed by Rhoades et al. (2001) with a Cronbach's alpha value of 0.69. However, this indicator has been used by Saks (2006) to produce a Cronbach's alpha value of 0.89. There are four statement items adopted. Substantially the indicators used are related to: supervisors who are willing to listen to opinions, care about welfare, are very considerate of goals and values, and show concern for employees.

The measurement of organizational support variables refers to the dimensions proposed by Rhoades et al. (2001) with a Cronbach's alpha value of 0.69. However, this indicator has been used by Saks (2006) to produce a Cronbach's alpha value of 0.89. The statement items adopted were eight. Substantially the indicators used are related to: organizations that show concern for welfare, consider goals and values, care about opinions, are willing to help and forgive employee mistakes.

The survey was conducted at national private commercial banks in Indonesia. The specifications of the selected bank are good business performance (entering the Go Public company category) and having a talent management system. In the technical implementation, the bank's head office was contacted in advance to explain the aims and objectives of the research, accompanied by a questionnaire. After obtaining research permission, the next step is to meet with the supervisor to explain the process of collecting primary data. The sampling method in this research is non-probability sampling which is determined using purposive sampling. The target group for research respondents is high-potential employees in companies who are expected to become management team members or top managers. The basis for determining the target group is the supervisor's talent management review process. After obtaining a list of names from supervisors, high-potential employees are given a questionnaire to fill out. It also included a research cover letter. A research cover letter is useful for explaining the aims and objectives of the

research and the willingness to become a respondent. The primary data collection was carried out for three months, from June to August 2022.

The questionnaire consists of two parts, namely the respondents' demographics and the variables in the research model. To analyze the demographics of the respondents, descriptive statistics were used using the IBM SPSS Statistics 24 software. Meanwhile, the complex relationships of the research variables were tested using PLS-SEM, which in its technical implementation used SmartPLS software. PLS-SEM has advantages in predictive analysis. The first step in PLS-SEM is testing the measurement model. To test the validity of the convergent, this study uses the loading factor and AVE. Hair et al. (2011) state that the loading factor and AVE values must be above 0.50. If there is a statement item whose loading factor value is below 0.50, it will be eliminated. Besides AVE and loading factor, this study also used composite reliability and Cronbach's alpha to test reliability. Composite reliability and Cronbach's alpha values must be above 0.70 (Hair et al., 2012).

The next stage is the evaluation of the model structure. Several criteria will be used in evaluating the structural model. The value of R² is useful to see the predictive power of the structural model. Furthermore, significance (two-tailed) is used to test the research hypothesis. A hypothesis is supported if the value of T Statistics is above T Table. The value of the T Table for the 5 percent significance level is 1.96 (Petter et al., 2007). This study used a bootstrap procedure with 500 sub-samples.

4. RESULTS

The number of research samples is 99 high-potential employees. Most research respondents were female, with a percentage of 58.6%. When viewed from the age, most respondents aged between 19 and 29 years (34.3%). Respondents aged 30 to 39 years and over 50 have the same percentage, 18.2%. While respondents aged 40-49 years have a percentage of 29.3%. In this study, most respondents were married (74.7%).

The majority of respondents' last education was undergraduate (74.7%). As for those with postgraduate education, it is 10.1%. Respondents with diploma education were 15.2%. When viewed from the length of work, most respondents have worked between 2 to 10 years (40.4%). For respondents who have worked between 11 to 20 years, it is 20.2%. Respondents whose working period is between 21 and 30 years is 36.4%. At the same time, respondents who have worked more than 31 years amounted to 3.0%. When viewed from the management level, most research respondents are senior (40.4%). Respondents belonging to the middle category were 22.2%, for respondents who belonged to the junior category of 37.4%. Table 1 describes the characteristics of the research sample.

Table 1: Description of the characteristics of the respondents

Characteristics of Respondents		Percentage
Gender		
	Man.	41.4
	Woman.	58.6
Age (years)		
	19 - 29 years.	34.3
	30 - 39 years.	18.2
	40 - 49 years.	29.3
	≥ 50 years.	18.2
Marital status		
	Married.	74.7
	Still waiting to be married.	25.3
Education		
	Diploma.	15.2
	Bachelor.	74.7
	Postgraduate.	10.1
Long Working		
	2 - 10 years.	40.4
	11 - 20 years.	20.2
	21 - 30 years.	36.4
	≥ 31 years.	3.0
Management level		
	Junior.	37.4
	Middle.	22.2
	Senior.	40.4

This study uses the loading factor and AVE values to test the validity of the variable indicator convergent. In this study, testing of the measurement model that assesses the validity of the variable indicators is carried out up to three times. There still need to be indicators in testing the first and second measurement models. Several invalid indicators were subsequently removed from the measurement model testing process. After the third test, all loading factor values for each variable indicator are above 0.50 (all indicators are valid). The factor loading factor for the supervisor's support ranges from 0.83 to 0.86. Variable factor loading value organizational support ranged from 0.85 to 0.93. The factor loading value of the employee involvement variable ranges from 0.59 to 0.89. The factor loading value of the psychological well-being variable ranges from 0.84 to 0.93. Likewise, the AVE value of each variable must also be above 0.50. The AVE value for the supervisory support variable is 0.72. The AVE value for the organizational support variable is 0.78. The AVE value for the employee involvement variable is 0.60. The AVE value for the psychological well-being variable is 0.79. The description shows that the research indicators are declared valid.

There are 21 valid and reliable research indicators in total. There are three supervisory support variable indicators. There are three organizational support variable indicators. There are 12 employee engagement variable indicators. There are three indicators of psychological welfare variables.

In addition, this study uses Cronbach's alpha and composite reliability to test the reliability of the research variables. Cronbach's alpha value and composite reliability for each research variable must be above 0.70. The test results show that the values of Cronbach's alpha and composite reliability on supervisory support variables are 0.80 and 0.88, respectively. Cronbach's alpha and composite reliability values on organizational support variables were 0.86 and 0.91, respectively. Cronbach's alpha and composite reliability values on the employee engagement variable were 0.94 and 0.95, respectively. Cronbach's alpha and composite reliability values on the psychological well-being variable were 0.87 and 0.92, respectively. The description shows that the variable indicators are declared reliable. Table 2 presents the results of testing the measurement model.

Table 2: Outer loading results

Variable	Indicator	Loading factor	AVE	Cronbach's Alpha	Composite Reliability
Supervisory support	PSS1	0.83	0.72	0.80	0.88
	PSS2	0.86			
	PSS4	0.85			
Organizational support	POS2	0.93	0.78	0.86	0.91
	POS3	0.85			
	POS6	0.87			
Employee engagement	EE1	0.89	0.60	0.94	0.95
	EE2	0.85			
	EE3	0.84			
	EE4	0.76			
	EE6	0.72			
	EE8	0.73			
	EE9	0.71			
	EE10	0.69			
	EE12	0.59			
	EE13	0.84			
	EE14	0.80			
	EE15	0.84			
	Psychological well-being	PWB1			
PWB2		0.93			
PWB3		0.84			

After analyzing the results of testing the measurement model, the model is evaluated structurally. There are several criteria used to evaluate the model structure. First, observe the R-Square value. The results showed that the R² value was above the general threshold 0.10. The R² value for the employee involvement variable is 0.94. The R² value for the psychological well-being variable is 0.13.

Second, look at the value of the coefficient parameters and T Statistics to test the research hypothesis. The results showed that supervisory support positively and significantly impacted employee engagement ($\gamma = 0.27$; t-statistics = 7.79). Furthermore, organizational support positively and significantly impacts employee engagement ($\gamma = 0.74$; t-statistics = 5.42). Employee involvement positively and significantly impacts

psychological well-being ($\gamma = 0.37$; t-statistics = 4.15). From the description, hypotheses 1-3 are supported. Table 3 presents the results of hypothesis testing.

Table 3: Results of the structural model

Hypotheses	Coefficient parameters	T Statistics	Test results	R ²
Supervisory support → employee engagement (H ₁)	0.27	7.79	Supported	
Organizational support → employee engagement (H ₂)	0.74	5.42	Supported	Employee engagement = 0.94
Employee engagement → psychological well-being (H ₃)	0.37	4.15	Supported	Psychological well-being = 0.13
Note: T Table = 1.96				

5. DISCUSSION

This section discusses various research findings, which are reflected in the results of testing all hypotheses. As for the discussion of the results of hypothesis testing associated with the underlying theory, linkages with previous research, and also explained the rationality of the existing findings. The study's results indicate that supervisory support plays a role in establishing employee engagement. Employees become enthusiastic when they know that supervisors value their opinion. Dedication to work increases along with the growth of self-confidence in employees. The challenges faced do not make employees weak but instead motivate them to be active in completing their duties and responsibilities. In addition, supervisors' willingness to consider life's goals and values will enable workers to enjoy all activities (Van Vianen et al., 2011). Time flies when employees work. Therefore, various supervisors' support can motivate employees to share time and resources such as information, knowledge, skills, and assistance. This understanding is in line with the perspective of social exchange theory. The support provided by supervisors makes employees excited and strong at work. The results of this study support a study conducted by Cheng et al. (2013), Karanges et al. (2014), and Jose and Mampilly (2015).

Furthermore, the research results show that organizational support affects employee engagement. Organizational willingness to help employees who experience problems can form a good focus. Concentration in completing tasks is not easily divided due to life's difficulties (van Beek et al., 2014). The organization's concern for welfare encourages pride in employees. The family atmosphere in a work environment will form a strong desire to work in the morning. Situations and working conditions that support forming a positive perception of high potential employees about the organization. In other words, employees feel the organization's support because they have met emotional needs, appreciate contributions, and are ready to give rewards commensurate with their efforts. This finding is identical to previous studies (May et al., 2004; Saks, 2006; Caesens et al., 2014). The final finding of this study shows that employee involvement affects psychological well-being. Optimizing the dimensions of passion, dedication, and absorption enables high-potential employees to enjoy their work activities. Employees who are passionate about their work will be able to work longer hours. Feeling full of

energy is a stimulus that leads employees to experience psychological well-being (Brunetto et al., 2014). Even if everything related to work goes well, employees will still persevere. Dedicated and supported employees will feel accomplished at work. There is satisfaction with the results that have been obtained. Good mental health supports employees always work. The results of this study are consistent with previous studies (Mauno et al., 2007; Gupta, Sharma, 2016; Nielsen et al., 2017).

6. MANAGERIAL CONCLUSIONS AND IMPLICATIONS

This research provides new insights into talent management practices, particularly the management of high-potential employees at national private commercial banks in the Indonesian context. This study's practical contribution is that supervisory and organizational support affect employee engagement and psychological well-being. While the theoretical contribution is empirical, social exchange in the workplace is a positive and significant antecedent for employee engagement and psychological well-being. The use of social exchange theory in this research has been beneficial in identifying why high-performing employees in talent management practices can still feel psychological well-being. Any investment in support at work (from supervisors and the organization) to high-potential employees in talent management practices will motivate them to contribute positively. Based on the research findings, several managerial implications can be given. First, the practical implication that can be given from this research is to increase organizational support. One way that can be taken is to strengthen social networks. Social networks make work life more enjoyable. High-potential employees can share experiences and knowledge about workplace activities. Within the network of interpersonal relationships, each individual can obtain information on becoming a successful organization member. In addition, new employees who are active in social networks generally adapt more quickly to the work environment. On a broader scale, HR departments can also implement enterprise social networking systems similar to Facebook, such as Yammer. Optimization of the company's social network system makes it work smarter so that it can make the right and fast decisions.

Second, besides optimizing organizational support, managers also need to increase the engagement of high-potential employees. Employees who are passionate about their work can work longer hours. Therefore, companies must keep enthusiastic employees from being easily demotivated by a temporary crisis. Companies can promote sound management practices through corporate culture. It can be started with the statement, "health is the priority." In its implementation, companies can provide working conditions that prioritize each individual's health. This includes providing good working conditions and positions to maintain health, taking anticipatory actions against the possibility of work accidents and risks of health problems, and establishing a consistent framework for managing employee safety and health.

7. RESEARCH LIMITATIONS AND FUTURE RESEARCH AGENDA

This research examines the impact of workplace relationships (such as supervisory support, organizational support, and engagement) on the well-being of high-potential

employees. Therefore, future research could investigate other constructs (e.g., work motivation, psychological empowerment, and leadership development) to provide a deeper understanding of the talent management process. When viewed from the time horizon, this research is a cross-sectional study. Future research may conduct a longitudinal study. By using a longitudinal study, several advantages will be obtained. First is seeing the long-term impact of talent management practices in the company. Second, gain an in-depth understanding of the extent to which the ability of each variable tested has an effect over time on the continuous work system of high potential employees.

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