The Impact of Perceived Organizational Support: The Moderating Role of Personality Traits

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Abstract: An employee's attitude and behavior are significantly influenced by their experience working for a company. Employees will feel stressed in some situations and need to come up with ways to deal with the tension they will encounter. The purpose of this research is to know how perceived organizational support influence work meaningfulness, work engagement, and perceived stress, moderated by personality traits. In this research, primary data and secondary data are used, the primary data used is by distributing questionnaires to students who are already working. The research would be tested using the PLS-SEM program and the SPSS program to process data from the questionnaire. The study found that work engagement negatively influences perceived stress, with personality traits moderating this relationship. Personality traits also directly reduce perceived stress. Perceived organizational support (POS) positively influences perceived stress, work engagement, and work meaningfulness. Additionally, POS indirectly reduces stress through the mediating roles of work engagement, work meaningfulness, and their combination. Work meaningfulness enhances work engagement and, in turn, contributes to lowering stress. Furthermore, POS improves work engagement through the mediating effect of work meaningfulness. These findings highlight the importance of POS, meaningful work, and personality traits in fostering engagement and reducing stress in the workplace.

Keyword: Perceived Organizational Support, Personality Traits, Perceived Stress, Work Engagement, Work Meaningfulness.

INTRODUCTION

The tourism sector plays a very vital role in the Indonesian economy by contributing to increasing the country's foreign exchange earnings and business development in various regions of Indonesia (Kemenparekraft.go.id, 2019). Tourism in Indonesia has lost more than IDR10 trillion during the pandemic based on records from KADIN (KADIN, 2021), impacted by the large-scale social restrictions in several regions that reduced people's movement, which is in line with the government's recommendation to not travel temporarily to prevent the spread

of COVID-19. Therefore, it should come as no surprise that many in the travel and hospitality industries are dealing with elevated levels of stress, worry, and uncertainty (Kang et al., 2021).

Due to this global transition, the nature of the workplace is changing, which can worsen employee stress by the increasing workloads, placing emotional demands on employees, and creating time constraints (Oubibi et al., 2022). Organizations face problem in managing employees' elevated stress levels by the cause of fast-paced lifestyles and contemporary workplaces with higher demands (Canboy et al., 2023). In such cases, individuals need to find strategies to overcome the stress they will face (Müller, 2019).

Perceived organizational support can lower stress through both preventative and protective functions (Bonaiuto et al., 2022). With POS, employees will start to value the company and try to not only exhibit positive attitudes and behaviors but also generate favorable results for the company (Ming-Chu & Meng-Hsiu, 2015).

In the field of positive psychology, the idea of work engagement is crucial because it refers to the focus placed on achieving organizational objectives (Meng et al., 2022). Employee engagement is the motivation or energy of employees in helping the organization to achieve the goals of the company (Sentoso & Putra, 2021). In research by (Chen et al., 2022), convinced that highly engaged people increase productivity, customer satisfaction, and fewer mistakes or accidents than their less engaged peers because they solve work-related difficulties with their physical, cognitive, and emotional resources.

While, meaningfulness in work refers to employees' subjective perceptions of their work as purposeful and significant (Popaitoon, 2022). Recent occurrences, including the COVID-19 pandemic, have underlined the significance of managing perceived stress (Liu et al., 2021; Yan et al., 2021; Zhao et al., 2021). Perceived stress is a widely used term to capture individuals' subjective stress experiences (Kopplin & Rosenthal, 2023). It implies that employee perceived stress may cause worker burnout with seriously reduced performance, and employees are needed immediate social support.

Previous study has shown the personality trait factors can influence individual educational and labor market results (Kosyakova, 2024). Pearson's perception of a stressor as harmful or non-threatening, as well as coping capacities, define an individual's perceived stress level (Mohamed Taha Eid et al., 2022). Thus, personality can influence stress perception and responses (Liu et al., 2021). One of the most famous models of personality traits is the Five-Factor Model, which includes openness, conscientiousness, extraversion, agreeableness, and neuroticism (J. Li & Zhang, 2024)

The urgency of this research is due to the escalating pressures faced by employees in today's fast-paced and demanding work environments, particularly within the tourism sector especially in Indonesia. High stress levels among employees can lead to decreased job satisfaction, burnout, and reduced productivity, that directly impact the organizational performance. Understanding the effects of perceived organizational support (POS) on work meaningfulness, work engagement, and perceived stress is crucial because POS acts as a protective factor that can buffer the negative effects of workplace stress.

METHODS

This research uses quantitative research, which is based on positive understanding. In terms of matters, this research is also categorized as comparative causal research because the data used is data from past entities (Sugiyono, 2019). The following type of research is a

correlational study, which tests the link between variables by generating hypotheses based on previous studies (Setyawan, 2021).
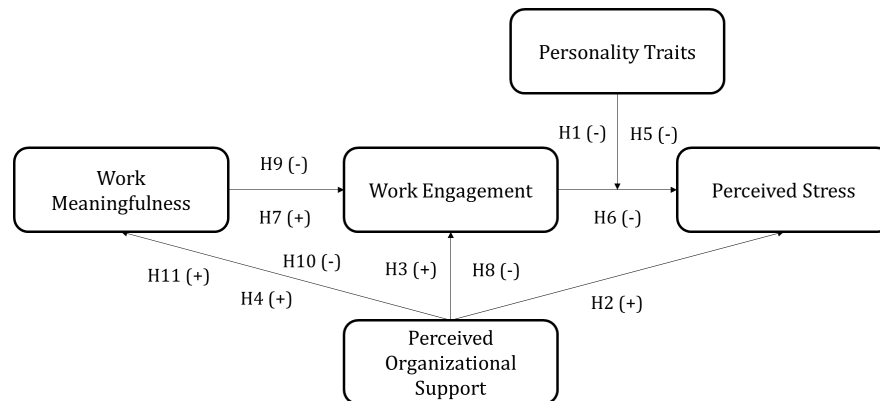
Source : Research Data
Figure 1. Research Model Framewor

The population will be focused on tourism companies in Batam City and the objects will be the employees of these companies. According to (Sugiyono, 2018) who states that the sample is part of the number and characteristics of the population. In research sampling, it must be truly representative, which means that the sample taken must be able to represent the entire population. The sample that will be taken is 1:10, this sample will answer 33 questions and have a minimum number of respondents answering these questions, namely 30 respondents (Hair J.F. et al., 2010).

In this research, primary data and secondary data are used, the primary data used is by distributing questionnaires to students who are already working in Batam City, and this questionnaire consists of questions on respondents' demographic data and questions on respondents' opinions on the topics of perceived stress, work engagement, work meaningfulness, perceived organizational support, and personality traits that will be answered by respondents. Meanwhile, this secondary data is obtained from the internet or sources from journals, articles, and others.

The PLS-SEM program would be used to test this research, and the SPSS program would be used to process the questionnaire data. Descriptive statistical analysis, according to (Ghozali, 2018), aims to give a general picture of the distribution and behavior of sample data by describing the data as observed from the average (mean), standard deviation, variance, maximum, and minimum.

RESULTS AND DISCUSSION
Respondent Demographics

The data in the table below shows that the data has 390 respondents. This data has 165 men and 225 women, the highest age in this data is 21-25, there are 245 people. The majority of respondents' last level of education was SMA/SMK with a company work range of 0-3 years and 4-6 years.

Table 1. Demographic information of Money Changer Employee (Batam,Indonesia)

Demographic Information		TOTAL	PERSENTAGE
Respondent Total		390	100.0%
Gender	Male	165	42.3%
	Female	225	57.7%
Age	18-20 Years Old	69	17.7%
	21-30 Years Old	245	62.8%

	31-40 Years Old	61	15.6%
	>41	15	3.8%
	SMA/K	111	28.5%
	S1	165	42.3%
Last Education	D1	62	15.9%
	S2	38	9.7%
	S3	13	3.3%
	0-3 years	173	44.4%
Length Of Time Work at Company	4-6 years	140	35.9%
	6-10 years	60	15.4%
	>10 years	17	4.3%
	Officer	183	51.0%
Position	Supervisor	126	35.1%
	Manager	50	13.9%

Source: Primary Data Processed (2024)

Validity Test

In order to evaluate AVE's convergent validity, the value needs to be greater than 0.5 (Ghozali Imam, 2021). However, significance is indicated if the tested item had an outer loading score of >0.6 or surpassed 0.6 (Latan & Ghozali, 2012). These findings indicate that the questionnaire has passed the validity test and each item has an AVE value greater than 0.5. Because they did not fit the outer loading research criteria, a few indications were left out. The data examined is all genuine because, according to the data in Table 1, all indicators have satisfied the requirements and the outside loading test result has exceeded 0.6.

Cronbach's Alpha and Composite Reliability are the two approaches used in reliability testing. For every indicator, the measurement value of composite reliability and Cronbach's alpha must be greater than 0.7; nevertheless, a value of 0.6 is still acceptable (Hair et al., 2014). The larger the composite reliability and Cronbach's alpha values, the more consistent the indicators are. All indicators, except for the PT variable, which consist a cronbach's alpha of 0.649, according to the reliability test results displayed in the table. This demonstrates the lack of internal consistency in the indication. Nonetheless, the reliability value of 0.6 is still acceptable, according to (Hair et al., 2014), indicating the reliability of each variable indication.

Table 2. Reliability and Validity Test Result

Variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Perceived Organizational Support	0.924	0.938	0.685
Perceived Stress	0.905	0.933	0.778
Personality Traits	0.649	0.801	0.576
Work Engagement	0.827	0.878	0.591
Work Engagement*Personality Traits	1	1	1
Work Meaningfulness	0.822	0.875	0.585

Source: Primary Data Processed (2024)

Hypothesis Test

According to (Hair et al., 2014), the T statistic should be greater than 1.96 to respond to the outcomes of the hypothesis test, and P-values of less than 0.05 can suggest that there is

relevance between the variables. The direction and strength of each variable's influence on the others are shown by the values in the table. The direct effect analysis shows that the interaction of work engagement and personality traits negatively influences perceived stress. Personality traits alone also reduce perceived stress, while perceived organizational support (POS) has a positive direct impact on both perceived stress and work engagement. Additionally, POS positively influences work meaningfulness, which further enhances work engagement. Work engagement directly lowers perceived stress, and work meaningfulness significantly boosts work engagement. These results highlight the critical roles of personality traits, POS, work engagement, and meaningfulness in shaping workplace outcomes.

In the indirect effect, there are relationships between moderating effect and perceived stress, perceived organizational support with perceived stress, perceived organizational support with work engagement, perceived organizational support with work meaningfulness, personality traits, and work engagement. Because of the t statistic 1.96 dan p values below 0.05, it can be concluded that there is a significant.

Table 4. Hypothesis Result

	Original Sample (O)	Sample Mean (M)	T Statistics (|O/STDEV|)	P Values	Conclusion
WE*PT -> PS	-0.121	-0.123	3.368	**0.000**	Accepted
POS -> PS	0.308	0.309	7.035	**0.000**	Accepted
POS -> WE	0.211	0.212	3.926	**0.000**	Accepted
POS -> WM	0.352	0.353	6.297	**0.000**	Accepted
PT -> PS	-0.311	-0.316	6.654	**0.000**	Accepted
WE -> PS	-0.277	-0.276	4.479	**0.000**	Accepted
WM -> WE	0.568	0.566	9.568	**0.000**	Accepted
POS -> WE -> PS	-0.058	-0.059	2.592	**0.010**	Accepted
WM -> WE -> PS	-0.157	-0.156	4.305	**0.000**	Accepted
POS -> WM -> WE-> PS	-0.055	-0.055	3.193	**0.001**	Accepted
POS-> WM-> WE	0.200	0.201	4.615	**0.000**	Accepted

Source: Primary Data Processed (2024)

R Square

Table 9. R Square Result

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Perceived Stress	0.159	0.171	0.029	5.412	**0.000**
Work Engagement	0.451	0.455	0.063	7.130	**0.000**
Work Meaningfulness	0.124	0.128	0.039	3.209	**0.001**

Source: Primary Data Processed (2024)

The R-squared values for work engagement (0.455), perceived stress (0.171), and work meaningfulness (0.128) are as follows. Prediction findings fall into the "substantial" category when the R squared value is greater than 0.50 (Hair et al., 2019). According to the R squares prediction test findings, both variables fall into the "moderate" category.

Discussion

Firstly, research suggests that work engagement has negatively influence perceived stress moderated by personality traits. According to research, work engagement, which involves satisfying states of being involved in work, can reduce perceived stress levels among

employees. Highly engaged employees are more focused and engrossed in their tasks, which can buffer stress by creating a sense of accomplishment and reducing emotional exhaustion.

The findings of this research is diffferent from findings by (Yoo & Lee, 2019), which suggested employees with the personality of high self-esteem are more likely to engage in good work because they consider stressors as challenges rather than threats. It indicates that one of personality traits that moderates how perceived stress effects work engagement, focusing on the need to cultivate these traits in the workplace to promote engagement and reduce turnover. It is also not in line with the research by (Herr et al., 2023), which emphasized a reciprocal nature of the relationship, suggesting that in work engagement may also develop personality traits that further enhance work performance and reduce perceived stress.

Perceived organizational support is frequently associated with improved mental health outcomes, such as reduced employee stress. Perceived organizational support has a significant impact in stress reduction by making employees feel appreciated and supported by their businesses. In the research by (Xu & Yang, 2021), showed George et al. proposed that perceived organizational support could reduce negative physiological and psychological reactions to job stress by providing employees with material and emotional assistance when dealing with high job demands. The study found by (Acoba, 2024), that higher levels of perceived support were linked to lower perceived stress, which led to better mental health outcomes. This supports the hypothesis that perceived organizational support can play a crucial role in managing stress for employees by giving them a sense of security and belonging.

Research indicates that perceived organizational support has a positive effect on work engagement. POS refers to employees' impressions of how much their organization values their efforts and is concerned about their well-being. This support generates a sense of trust and belonging, which may significantly enhance employees' emotional and cognitive attachment to their jobs. The research is in line with the study by (Imran et al., 2020), perceived organizational support was positively connected with work engagement. Along with another previous study found by (Caesens et al., 2016), showed perceived organizational support is positively associated to the three aspects of employee work engagement, which are vigor, dedication, and absorption. On the other hand, (Côté et al., 2021; Ott et al., 2019) discovered that perceived organizational support does not have a substantial impact on work engagement.

According to the research, which shows perceived organizational support haas positively impacts work meaningfulness, when employees perceive strong organizational support, their feeling of purpose in their employment improves significantly as they perceive their efforts are valued. The research is in line with the study by (Canboy et al., 2023), which showed that perceived organizational support is positively associated with work meaningfulness. In the study by (Wang & Xu, 2019), told that high perceived organizational support employees will believe they have received good organizational treatment, such as challenging and important tasks and effective training and development chances.

According to research, certain personality traits might have a negative effect on perceived stress because they influence an emotional response. high levels of neuroticism are associated with increased sensitivity to stress, as individuals with this trait tend to experience heightened negative emotions and have a lower tolerance for stressors. The research found is in line with the findings by (Wu et al., 2024), revealed that four of the big five personality traits (extraversion, agreeableness, conscientiousness, and openness) were negatively correlated with anxiety, however they also found that neuroticism was positively correlated with anxiety. However, it is different from the research by (Joshanloo, 2023), examined how personality traits influence stress responses and found that neuroticism tends to increase stress perception due to heightened sensitivity to negative feedback, whereas other traits such as extraversion and conscientiousness can buffer against stress by promoting more effective coping strategies.

Research indicates that work engagement can negatively influence perceived stress. Highly engaged employees tend to be more absorbed, dedicated, and energized by their work, which helps buffer stress. Engaged employees are more resilient and use their emotional, cognitive, and physical resources to meet job demands, leading to reduced stress levels. The study is in line with the findings of (Al Hajj et al., 2023), suggested that perceived stress is associated with diminished cognitive ability and flexibility, as well as increased negative emotion, all of which might have a negative effect on work engagement. It is also in line with the findings by (Landells & Albrecht, 2019), that consistent with claims of (Byrne et al., 2017; Hakanen et al., 2006; Schaufeli et al., 2009) that when employees are stressed, their energy levels are drained, and thus engagement is reduced, it is argued that stress is negatively associated with engagement.

According to research, employee engagement and work meaningfulness have a strong relationship. Employees tend to like the amount of attention taken in terms of workplace well-beingby companies to increase employee engagement. (Sentoso & Muchsinati, 2024) This finding validates evidence presented by (Han et al., 2021), it indicated the positive relationship between meaningfulness and work engagement. Employee engagement is driven by meaningful work, which also improves motivation, well-being, and satisfaction. Workers are more likely to feel engaged, connected, and dedicated to their jobs when they find meaning in their work, which encourages consistent effort and improves performance. The research is also in line with (Kaur & Mittal, 2020) Their findings suggest that a key factor in raising an employee's level of engagement at work is the meaningfulness of their employment.

The study shows that perceived organizational support negatively influences perceived stress with work engagement as mediator. Researcher recently revealed perceived organizational support is a significant component that influences a variety of outcomes related to the workplace, including job performance (M. Li et al., 2020). The mediating effect on worker engagement suggests that perceived organizational support first increases employees' emotional and cognitive engagement with their work, which reduces stress. Employees that are engaged are more focused, enthusiastic, and absorbed in their work, which makes them less stressed. The study is in line with the findings by (Fiabane et al., 2013), that showed a negative relationship between stress and work engagement. It is different from the recent research by (Caesens et al., 2014), which showed that the correlations between perceived, job satisfaction, and perceived stress are mediated by work engagement. Also (Junça Silva & Lopes, 2023) contrasts our findings, which show that work involvement plays a significant mediating role in the connection between POS and stress.

The mediating role of work engagement suggests that meaningful work increases employees' emotional and cognitive investment in their roles, leading to greater engagement. When employees are highly engaged, they are more absorbed in their tasks, experience fewer negative emotions, and are better equipped to handle work-related pressures. Research by (Albrecht, 2013; May et al., 2004) supports the idea that work engagement serves as a key mediator in the relationship between work meaningfulness and stress, indicating that organizations that foster meaningful work experiences can help reduce employee stress by enhancing engagement. The research does not align with the study by (Albrecht et al., 2021), which suggested that work meaningfulness is significant in increasing employee engagement, and providing employees with a diversity of skills and tasks is critical to attaining this goal.

Study showed perceived organizational support negatively influence perceived stress through the mediating effects of both work meaningfulness and work engagement. This relationship is crucial in understanding how organizations can alleviate employee stress and improve well-being. When both work meaningfulness and work engagement are present, they have a synergistic effect, lowering perceived stress even further. Meaningful work gives internal drive, whereas engagement allows individuals to focus on their responsibilities,

making obstacles seem more achievable. Employees can better manage with stress when they feel supported, valued, and involved in their work. The study is in line with (Damiani-Taraba et al., 2017) which indicates a negative correlation between work engagement and stress levels. Research by (Steinheider et al., 2020) shows that a meaningful workplace boosts motivation and encourages employees to invest personal energy in their work, leading to increased work engagement.

Research shown perceived organizational support has a significant positive influence on work engagement, and this relationship is often mediated by work meaningfulness. POS increases the significance of the work itself, which promotes work engagement. Employees who feel supported and find their jobs important are more likely to be engaged, motivated, and productive, which benefits both the individual and the company. It is in line with the research by (Lee & Lee, 2019), employees find their work meaningful, it boosts their intrinsic motivation and engagement levels, particularly when they perceive strong organizational support. Along with the study by (Kinicki & Fugate, 2018), An individual may believe that their work has meaning when their values align with the intended objective and goal. also discovered that the relationship between work engagement and perceived organizational support and values is positively and significantly impacted by meaningful work.

CONCLUSION

Based on the findings of the research, several key conclusions can be drawn. First, work engagement negatively influences perceived stress, and this relationship is moderated by personality traits. It was confirmed that perceived organizational support (POS) positively influences work engagement, work meaningfulness, and perceived stress. Additionally, personality traits were found to negatively influence perceived stress. The study also identified that work engagement negatively influences perceived stress. Furthermore, POS and work meaningfulness also negatively influence perceived stress, and this effect is mediated by work engagement. Moreover, work meaningfulness was found to negatively influence perceived stress, with work engagement playing a mediating role. Then, POS negatively influences perceived stress through the mediating effects of both work meaningfulness and work engagement, showing a synergistic effect in reducing stress levels. Lastly, POS positively influences work engagement, and this relationship is mediated by work meaningfulness. These findings highlight the importance of employers creating supportive environments, creating meaningful work opportunities, and encouraging employee participation as critical measures for improving well-being and reducing stress.

The research emphasizes the role that perceived organizational support (POS) plays in shaping key workplace outcomes such as work engagement, work meaningfulness, and perceived stress levels. POS fosters an environment where employees feel valued, cared for, and appreciated by their organization, which significantly contributes to the reduction of perceived stress. By offering both emotional and material support, organizations can alleviate the stress employees experience, especially when they face challenging job demands. Furthermore, POS has a significant beneficial impact on work engagement since motivated employees are more likely to be enthusiastic, committed, and involved in their work, which raises productivity and job satisfaction. Another important factor in mediating the association between POS and work engagement is work meaningfulness. Employees are more intrinsically motivated when they discover purpose in their work, which enhances POS's beneficial impacts.

Additionally, personality traits moderate the effects of work engagement on perceived stress. Employees with high levels of neuroticism may still experience significant stress even when they are engaged in their work, as their heightened sensitivity to negative emotions can overshadow the positive effects of engagement.

The findings of this study also reveal that the relationship between POS and perceived stress is further strengthened when mediated by both work engagement and work meaningfulness. Employees who feel supported by their organization, find meaning in their work, and are highly engaged are less likely to perceive work-related stress. This suggests that organizations should not only focus on providing support but also on creating meaningful work environments that foster engagement. By doing so, they can significantly enhance employee well-being, reduce turnover, and improve overall organizational performance.

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