



## The Influence of Perceived Organizational Support on Employee Well-Being: The Mediating Roles of Work-Life Balance and Emotional Exhaustion among Correctional Officers

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**ABSTRACT:** Correctional officers are required to work in an environment that is often characterized by high pressure and demanding situations, making psychological and emotional support in the workplace increasingly important. Recognizing this, this study aims to analyze the influence of perceived organizational support on employee well-being, focusing on the mediating role of work-life balance and emotional exhaustion. This study used a quantitative approach involving 314 correctional officers working in prisons, LPKAs, and detention centers under the authority of the DKI Jakarta Regional Office of the Ministry of Immigration and Corrections. Data was collected through the distribution of questionnaires, with the application of various analytical techniques, including feasibility tests, pilot tests, validity and reliability assessments, descriptive analysis, and measurement and structural model analysis. The results showed that perceived organizational support has a positive and significant effect on employee well-being, both directly and through the mediation of work-life balance and emotional exhaustion. Work-life balance proved to be a mediator that strengthens the relationship, where the higher the organizational support, the better work-life balance employees perceive. In contrast, emotional exhaustion acts as a negative mediator, where strong organizational support is able to reduce the level of emotional exhaustion, thus improving well-being. In conclusion, organizational support plays a crucial role in creating psychologically healthy working conditions, strengthening life balance, and reducing employees' emotional burden. The findings provide practical implications for human resource management in correctional settings to focus more on creating a supportive and well-being-oriented work climate for employees.

**Keywords:** Employee Well-Being, Perceived Organizational Support, Work-Life Balance, Emotional Exhaustion.



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## INTRODUCTION

For an organization to thrive and grow, employee well-being is paramount. Consequently, organizations are intensifying their focus on initiatives that foster it, understanding that this directly translates to greater employee engagement and output (Tripathi et al., 2022). Employee well-being reflects the level of job satisfaction and alignment with personal values, which depends not only on

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momentary emotional conditions but also on involvement in the organization and fulfillment of job demands (Brunetto et al., 2024). However, in high-pressure work environments such as correctional officers, well-being is often at risk, necessitating a study of the factors that can sustain it.

Correctional officers face high work pressure, interactions with high-risk inmates, and professional demands that can threaten their mental and emotional health, making employee welfare a pressing issue that needs to be addressed. Organizations that are aware of this will strive to provide support that is felt tangibly by their employees. This support is not only in the form of physical facilities, but also involves attention, recognition of contributions, and fair treatment. The conviction that an organization genuinely cares for its employees is termed Perceived Organizational Support. This belief significantly impacts employee behavior, fostering greater motivation, loyalty, and passion in their day-to-day duties. There's a proven link between this type of support and enhanced employee commitment and performance. This makes it a critical element for ensuring an organization's continued viability and prosperity over time.

Perceived organizational support reflects employees' belief that their workplace is ready to help them when needed. However, in reality, correctional officers work under high pressure and often face overcrowding, making adequate organizational support crucial to maintaining their motivation, mental resilience, and well-being. The sense of security and being valued that arises from such support creates a pleasant and conducive work climate. As a result, they are more motivated to contribute optimally, establish better cooperation with colleagues, show empathy, and give positive reactions to policies or changes in the organization. These attitudes strengthen employees' commitment to remain loyal and work hard for the betterment of the organization (Sheikh, 2023). When employees sense strong organizational support, they gain a valuable psychological resource. This makes them feel understood, recognized, and backed by their peers and superiors, leading to positive emotional experiences.

In organizations, job demands refer to physical, mental, social, or organizational elements of work that have the potential to cause harm to the health and well-being of employees. Therefore, if these demands can be reduced, it is likely that employee well-being will improve as the psychological stress they experience is also reduced. Time pressure is an important component of job demands that is most likely to be reduced through the use of work and non-work supports. On the other hand, Jobs Resources stimulate employees' personal growth and enhance their well-being, as well as provide employees with opportunities to better cope with job demands (Wood & de Menezes, 2011).

Work-life balance is a crucial concept, highlighting the need for a healthy allocation of time and energy between one's professional and personal lives. When individuals are able to balance these two aspects well, they tend to feel more satisfied, have sufficient energy, and are able to maintain mental and physical health. The issue of work-life balance is of concern because it can affect various parties, including employees, employers and other stakeholders, albeit in different ways (Sheikh, 2023).

In this case, work includes all professional activities that usually generate income, while personal life includes activities such as spending time with family, participating in social activities, pursuing

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education, and enjoying leisure time. A healthy work-life balance is advantageous for organizations, leading to more productive and loyal employees with lower rates of absenteeism. However, neglecting this balance can cause stress, fatigue, and burnout, negatively affecting both individual output and the organization's collective well-being. Work-life balance can be said to be achieved when a person is able to maintain harmony between the demands of work and the responsibilities of his or her personal life (Marques & Berry, 2021). For organizational growth and success, a healthy balance between work demands and an employee's personal life is vital. Failure to achieve this balance can result in stress, unproductive work behaviors, and emotional exhaustion (Sheikh, 2023).

Emotional exhaustion refers to fatigue caused by excessive emotional workload, characterized by physical exhaustion as well as psychological and emotional exhaustion. Emotional exhaustion is a psychological condition that arises when a person feels mentally and emotionally drained due to constant work pressure. This condition is often experienced by employees who face high work demands, overload, or an unsupportive work environment. In this situation, the role of organizational support becomes very important. When employees feel the support of their organization, they feel more valued and not alone in facing the workload. Perceived organizational support also creates a feeling of security and comfort, which in turn helps to lower stress levels and emotional exhaustion. This means that the perception that the organization cares about employee well-being can be a very effective emotional “shield”. If this support is high, then employees are less likely to experience the serious effects of emotional exhaustion. Conversely, low support can worsen an employee's psychological state, which in turn affects their motivation and performance (Xu et al., 2023).

From the description above, it can be concluded that employee welfare plays an important role in ensuring the sustainability, progress, and achievement of organizational goals. When organizations pay attention to the physical and mental conditions of their employees, it can create a healthy, productive, and sustainable work environment. High work demands are often the main cause of stress and emotional exhaustion, which, if left unchecked, can reduce employee motivation and productivity. This is where workplace wellbeing plays an important role as a pressure reducer and morale booster. One effective way to support this well-being is through Perceived Organizational Support. When employees feel supported by the organization, both emotionally and professionally, they will feel secure and valued. This support can come from caring leaders, helpful co-workers, or organizational policies that support work-life balance. In its implementation, correctional officers are employees who carry out duties and functions in the correctional sector and have authority based on the provisions of the law in the criminal justice system.

Correctional institutions are institutions or places to carry out their functions in fostering prisoners. Correctional institutions in Indonesia consist of correctional institutions (general), narcotics correctional institutions, youth correctional institutions, women's correctional institutions, open correctional institutions and terrorist correctional institutions. Special child correctional institutions (Lpka) are work units tasked with carrying out guidance to correctional students which include educating, caring for, providing skills and training, and carrying out care. While detention centers or

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detention houses are places to carry out service functions for prisoners. There is a difference between prisoners and convicts, prisoners have legal status as suspects or defendants and are in the trial process and are in detention centers while convicts have legal status as convicts and have received a court decision, imprisonment for a while or life or awaiting a decision for the death penalty, and undergoing guidance in Correctional Institutions.

One of the State Ministries of the Republic of Indonesia that is responsible for organizing government affairs in the field of Immigration and Corrections is the Ministry of Immigration and Correction (Kemenimipas), where this ministry is a transition from the Ministry of Law and Human Rights. One of the impacts of the ministerial transition is the management and transfer of employees within the Ministry of Law and Human Rights. Based on the workload analysis data of the Ministry of Law and Human Rights in 2023, the need for correctional officers throughout Indonesia is 75,405 employees, however, the number of correctional officers throughout Indonesia that currently exist is 46,293 employees, so there is a shortage of employees of 29,112 employees. Therefore, the Acting Director General of Corrections through a circular letter appealed to his staff not to allow the transfer or mutation of correctional officers to other agencies or outside the technical implementation unit of corrections, including: Correctional Institutions (Lapas), Special Child Development Institutions (LPKA), Detention Centers (Rutan). The DKI Jakarta Regional Office of the Ministry of Immigration and Correction has 5 technical implementation units for correctional institutions, including: Class I Cipinang prison, Class IIA Salemba prison, Class IIA Jakarta narcotics prison, Class IIA Jakarta women's prison, and Class II Jakarta special juvenile correctional institution, then the DKI Jakarta regional office has 3 detention centers, including: Class I Central Jakarta detention center, Class I Cipinang detention center and Class I Pondok Bambu detention center.

Correctional officers consist of structural officials, guard officers, health workers, cadets and other staff. Guard officers consist of main door officers, tower officers and security squads. Furthermore, health workers consist of general practitioners, dentists, midwives, nurses, blood chemistry analysts and pharmacists. Then other staff consist of health JF, general administrators, BMN managers, public relations staff, financial managers, agendars, correctional database system managers, visiting service administrators, inmate status reviewers, personality development managers, personality guidance managers, health data processors, food managers, work facility managers, work result managers, report data processors, personnel managers, treasurers, and drivers.

The Ministry of Immigration and Correction (2025) stated that prisons and detention centers located in the DKI Jakarta Regional Office in 2025 will experience overcapacity, therefore with the conditions of prisoners and convicts in detention centers, prisons and detention centers that are overcapacity and the traffic conditions in DKI Jakarta based on data analysis from Tomtom (2024) stated that DKI Jakarta in 2023 was ranked 30th out of 387 cities with the highest levels of traffic congestion in the world, so that with high levels of traffic congestion, challenging work, facing continuous pressure related to work, including excessive workloads, performance evaluations, various urgent tasks, and work-related activities (Wei & Ye, 2022) can affect the well-being and emotional exhaustion of

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correctional officers. Workplace well-being is simply the aspect of overall well-being most directly tied to one's job ([Billaudeau et al., 2022](#)). According to the World Health Organization (2021) Workplace well-being is a positive condition felt by individuals and community groups. It reflects the level of quality of life and a person's capacity to make meaningful and purposeful contributions to their lives. By placing well-being as the main focus, it can encourage a more equitable distribution of resources, support the development process, and ensure sustainability. Correctional officers face continuous tension and stress, especially in dealing with situations such as riots due to mutual taunts between inmates ([Kompas, 2018](#)), riots due to overcapacity ([Tempo, 2024](#)), fires ([Detik, 2022](#)), and prisoner escapes ([Tempo, 2024](#)). Beyond their professional duties, they also inhabit dual roles, serving as parents, husbands, or wives in their personal capacities and employees in their work lives ([Wei & Ye, 2022](#)), so maintaining a balance between life and work is a major challenge for correctional officers in the Prison Environment, Lpka and Detention Centers in the DKI Regional Office. According to ([Ma et al., 2021](#)) prioritizing work-life balance helps employees improve their well-being, which in turn yields significant benefits for the organization, including higher work engagement and stronger organizational commitment. Furthermore, fostering this balance is key to retaining talented employees. WLB is an important idea that captures an individual's personal judgment of how effectively they blend their professional and private lives ([Ma et al., 2021](#)).

According to [Ahad et al. \(2024\)](#) one of the causes of employee absenteeism comes from emotional exhaustion and [Fisher \(2020\)](#) revealed that more than 77% of employees experience emotional exhaustion at various levels. ([Charoensukmongkol & Phungsoonthorn, 2021](#)) emotional exhaustion is a serious condition that occurs when a person is constantly under pressure and stress without sufficient recovery. In employees, this is especially dangerous as it can damage their mental and emotional state. When someone is emotionally exhausted, they not only feel tired, but also lose their passion and motivation to carry out their daily tasks at the office. They feel overwhelmed by work demands and lose control of their situation, leaving them feeling frustrated and hopeless. The impact of emotional exhaustion not only affects the individual personally, but also impacts the organization as a whole. Employees who experience this condition tend to be less engaged at work, their productivity decreases, and they are more likely to be absent frequently or even consider resigning ([Seriwatana & Charoensukmongkol, 2020](#)).

Perceived organizational support is when employees feel their contributions are recognized and their well-being is a company priority. This psychological resource not only boosts performance but also helps employees, such as correctional officers, navigate challenging work conditions ([Bao & Zhong, 2019](#)), and can meet their social and emotional needs ([Xu et al., 2023](#)). Organizational support plays an important role in creating positive behavior in employees. In addition, employee well-being is basically the role of Organizational support, which leads to WLB ([Alzadjali and Ahmad, 2024](#)). When employees sense strong organizational support, they gain a valuable psychological resource. This makes them feel understood, backed, and confident in their abilities due to the affirmation from their peers and superiors, leading to positive emotional experiences ([Xu et al., 2023](#)).

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In the study of [\(Wei & Ye, 2022\)](#) it was stated that employees who have high emotional exhaustion are more likely to experience work-life imbalance and have low levels of well-being, [\(Wei & Ye, 2022\)](#) suggested that further research consider factors that can reduce emotional exhaustion and increase well-being, namely the variable perceived organizational support. The study of [\(Nabawanuka & Ekmekcioglu, 2022\)](#) investigation concentrated on the influence of Perceived Supervisor Support on employee attitudes toward work-life balance and well-being. It is suggested that subsequent research explore alternative manifestations of perceived organizational support as facilitators of workplace work-life balance.

This study fills the theoretical gap in [\(Wei & Ye, 2022\)](#) study by adding the variable of perceived organizational support to gain a deeper understanding of the factors that influence employee well-being. Additionally, unlike previous studies that focused on professions such as lecturers, healthcare workers, and sales personnel, this study specifically examines correctional officers who face unique challenges and work-related stress. This focus is expected to yield findings that are more relevant to efforts to improve well-being and formulate policies within the correctional environment.

## METHOD

The research method uses quantitative, which is an approach that focuses on collecting and processing numerical data to gain an understanding of the phenomenon under study. In this research, data is collected and converted into numbers so that statistical analysis can be carried out objectively and systematically. The goal is to measure and test the relationship between existing variables using structured methods. More specifically, causal quantitative methods are used to determine whether one variable affects another variable directly, or in other words to identify cause-and-effect relationships [\(Sugiyono, 2015\)](#).

The population that is the focus of the research is correctional officers who work in various correctional institutions in the DKI Jakarta Regional Office of the Ministry of Immigration and Correction. To select the sample, the researcher used a non-probability sampling method, which means that not all members of the population have the same opportunity to be selected. This method is usually used when it is difficult or impossible to take a random sample of the entire population, for example due to time or access constraints. To select samples, researchers used non-probability sampling methods, which means that not all members of the population had an equal chance of being selected. This method was chosen due to several practical constraints, such as time limitations, limited access to research locations, and field conditions in which correctional officers work. Additionally, random sampling was difficult to conduct due to variations in work schedules and the availability of officers at prisons, LPKAs, and detention centers under the Jakarta Regional Office. The use of non-probability sampling helped researchers target relevant and representative respondents for the research focus. However, this method also has implications, namely that the research results may not be fully generalizable to the entire population of correctional officers, as the sample taken is more specific and

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focused on respondents who are easily accessible. Nevertheless, this approach is still considered appropriate for obtaining valid and relevant data in the context of research that emphasizes real-world conditions and the dynamics of fieldwork.

In determining how many respondents are needed, the researcher uses the guidelines from [Hair et al. \(2019\)](#), which suggests that the minimum sample size is five times the number of indicators measured in the study. Because this study uses 40 assessment indicators, a minimum of 314 respondents is needed so that the data collected is representative enough and statistical analysis can be carried out properly. With an adequate sample size, the research results will be more valid and reliable.

This study used a validated questionnaire. The researcher used a Likert scale, which is an assessment scale and consists of a statement form that can describe an attitude of support or agreement and an attitude of disapproval or disapproval of an object of interest ([Cooper & Schindler, 2014](#)). This study implemented a Likert scale with 7 points because it can reduce bias in research data and the data produced is more precise ([Munshi, 2014](#)).

Data collection is an important stage in a study to obtain the information needed. Primary data is original data collected directly from the source or research subject. In addition, the research also uses secondary data, which is data that has been previously available and obtained from other sources such as existing documents. In this study, researchers used the questionnaire method as a primary data collection tool. The questionnaire contains questions or statements designed in such a way as to measure the variables that are the focus of the research. Respondents are asked to provide answers to each statement according to their experience or views. The questionnaire in this study was in the form of a printed questionnaire (hard copy), then the researcher entrusted the questionnaire to the Head of the Personnel Sub-Division and the Head of Personnel and Finance Affairs at the Correctional Institution, Detention Center and Development Institution at the DKI Jakarta regional office, Ministry of Immigration and Corrections to be distributed to every employee who has worked for 1 year or more with the consideration that the employee has benefited from Perceived organization support, felt emotional exhaustion and work-life balance conditions in the work environment, and can feel their well-being (employee well-being) at work. The researcher used secondary data including regulations related to this study, personnel data, the Ministry's website, and other literature data in the form of previous studies, the internet, books or articles related to the research variables.

Data analysis in this study was conducted through several main stages. First, the questionnaire was tested for validity and reliability to ensure that the instrument measured the variables consistently and accurately. Next, the collected data was analyzed descriptively to understand the characteristics of the respondents. The main stage of this research used Partial Least Squares – Structural Equation Modeling (PLS-SEM) to test the relationship between research variables, including the mediating role of work–life balance and emotional exhaustion. With this approach, researchers can ensure that the tested model is valid, reliable, and capable of explaining the influence of perceived organizational support on the well-being of correctional officers.

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**RESULT AND DISCUSSION**

**Table 1.** Pretest Validity on Employee Well-Being Variable

Variable	Dimensions	KMO ≥ 0,5	Bartlett's Test of Sphercity <0,05	Indica tor	Factor Loadings ≥ 0,5	Anti Image Matrices > 0,5	Inform ation
Employee Well- Being	LWB	0,854	0,000	LWB1	0,756	0,885	Valid
				LWB 2	0,817	0,882	Valid
				LWB 3	0,837	0,905	Valid
				LWB 4	0,889	0,807	Valid
				LWB 5	0,877	0,827	Valid
				LWB 6	0,450	0,818	Invalid
				WWB1	0,853	0,861	Valid
				WWB2	0,870	0,837	Valid
				WWB3	0,835	0,871	Valid
				WWB4	0,770	0,863	Valid
				WWB5	0,644	0,743	Valid
				WWB6	0,838	0,862	Valid
				PWB1	0,779	0,824	Valid
				PWB2	0,775	0,713	Valid
				PWB3	0,808	0,811	Valid
				PWB4	0,750	0,696	Valid
PWB5	0,680	0,848	Valid				
PWB6	0,728	0,760	Valid				
Perceived Organizati onal Support		0,789	0,000	POS1	0,909	0,809	Valid
				POS2	0,825	0,854	Valid
				POS3	0,279	0,611	Invalid
				POS4	0,293	0,636	Invalid
				POS5	0,770	0,772	Valid
				POS7	0,873	0,803	Valid
				POS8	0,816	0,796	Valid
				Work-Life Balance		0,690	0,000
WLB2	0,833	0,683	Valid				
WLB3	0,872	0,675	Valid				
WLB4	0,892	0,654	Valid				
WLB5	0,775	0,792	Valid				
Emotional Exhaustio n		0,933	0,000	EE1	0,845	0,929	Valid
				EE2	0,911	0,948	Valid
				EE3	0,944	0,925	Valid
				EE4	0,911	0,950	Valid
				EE5	0,968	0,940	Valid
				EE6	0,958	0,905	Valid
				EE7	0,752	0,947	Valid

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Variable	Dimensions	KMO ≥ 0,5	Bartlett's Test of Sphercity <0,05	Indica tor	Factor Loadings ≥ 0,5	Anti Image Matrices > 0,5	Inform ation
				EE8	0,926	0,958	Valid
				EE9	0,867	0,898	Valid

Source: Primary Data

The table above shows the validity test results for each research variable. For the employee well-being variable, there is one LWB6 indicator with a factor load of 0.450 that is retained in the core questionnaire. This decision is based on the theoretical consideration that the indicator remains relevant for measuring aspects of overall well-being, even though its factor loading is slightly below the threshold of 0.5. Maintaining this indicator is important because it helps capture dimensions of well-being that are unique to correctional officers, so that the research results continue to reflect their actual well-being.

In the perceived organizational support variable, two indicators, POS3 and POS4, have factor loadings below 0.5 (0.279 and 0.293). POS3 is a reverse-scored question, which, according to [Suárez \(2018\)](#), requires special linguistic skills and, as explained by [Weijters et al. \(2013\)](#), may elicit inconsistent responses from respondents. For these theoretical reasons, the researchers decided to retain both indicators in the core questionnaire. This decision is important to maintain the integrity of the measurement of the concept of organizational support, so that the analysis can still capture employees' perceptions comprehensively.

The validity test results for the work–life balance variable showed a Kaiser-Mayer-Olkin (KMO) value of 0.690, while the emotional exhaustion variable had a KMO value of 0.933. These KMO values indicate that, overall, the indicators for both variables are valid and suitable for use in the analysis. This data is important because it ensures that the research instrument can capture the theoretical construct well, meaning that the results of the analysis of the relationship between variables can be interpreted with high confidence, providing a strong basis for policy recommendations and practices relevant to the well-being of correctional officers.

**Table 2.** Pretest reliability test results on all variables

Variable	Dimensions	Cronbach's Alpha ≥ 0,6	Inf.
Employee Well-Being (Y)	LWB	0,859	Reliable
	WWB	0,890	Reliable
	PWB	0,847	Reliable
Perceived Organizational Support (X)	-	0,679	Reliable
Work Life Balance (M1)	-	0,874	Reliable
Perceived Organizational Support (X)	-	0,970	Reliable

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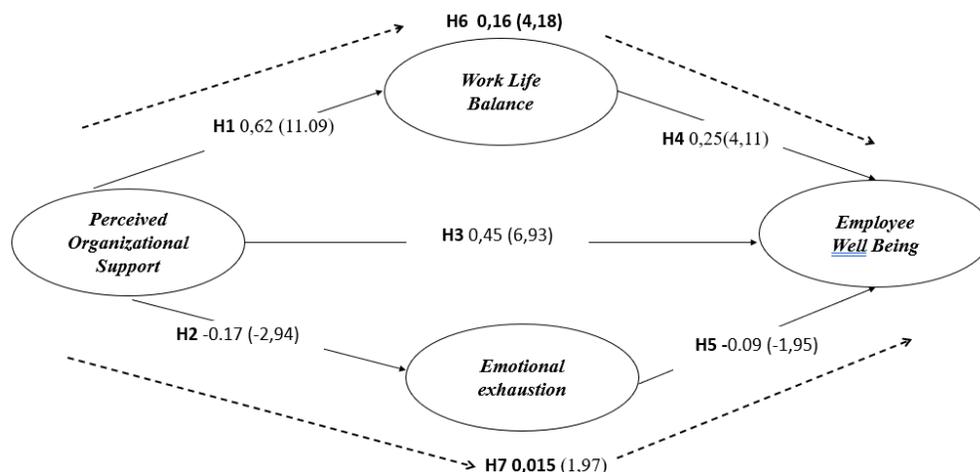
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The four variables in this study, namely employee well-being, perceived organizational support, work-life balance, and emotional exhaustion, were found to have good reliability in the pre-test stage, with Cronbach's alpha values of 0.6 or higher.

**Table 3.** Goodness of fit model

Goodness of fit index	Cut of Value	Indirect Influence	Model Evaluation
Absolut fit measure			
· GFI	$\geq 0,90$	0.90	Good Fit
· RMSEA	$\leq 0,08$	0.053	Good Fit
· RMR	$\leq 0,05$	0.079	Marginal Fit
Incremental Fit Measure			
· AGFI	$\geq 0,90$	0.88	Marginal Fit
· TLI / NNFI	$\geq 0,90$	0.99	Good Fit
· CFI	$\geq 0,90$	0.99	Good Fit
· IFI	$\geq 0,90$	0.99	Good Fit
· RFI	$\geq 0,90$	0.97	Good Fit
Persimoniun Fit Measure			
· PNFI	$\geq 0,5$	0.86	Good Fit
· PGFI	$\geq 0,90$	0.73	Marginal Fit

After the model meets the criteria of goodness of fit model, the next stage is the latent variable causality test. The significance of causality between latent variables is assessed from the calculated t value, while the direction of influence is seen from the path coefficient value.



**Figure 1.** Causality Test

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The results of the causality test between latent variables provide several conclusions:

1. POS has a marked positive effect on WLB ( $t = 11.09$ , path coefficient = 0.62). Essentially, increased POS enhances employees' WLB, while decreased POS hinders it.
2. POS has a notable dampening effect on EE ( $t = -2.94$ , path coefficient = -0.17). Essentially, increased POS helps to decrease employee emotional exhaustion, while diminished POS tends to raise it.
3. POS has a significant positive impact on EWB ( $t = 6.93$ , path coefficient = 0.45). This means that increased organizational support improves employee well-being, enabling them to be more successful in their work.
4. WLB has a notable positive impact on EWB ( $t = 4.11$ , path coefficient = 0.25). Essentially, the greater an employee's WLB, the higher their perceived work well-being.
5. EE has a notable detrimental effect on EWB ( $t = -1.95$ , path coefficient = -0.09). Essentially, higher emotional exhaustion diminishes an employee's work well-being, while lower exhaustion enhances it.
6. WLB can mediate the effect of POS on EWB ( $t = 4.18$ , path coefficient = 0.16). This means that high POS will increase WLB, which will then increase employee EWB.
7. EE acts as a mediator in the relationship between POS and EWB ( $t = 1.97$ , path coefficient = 0.015). Essentially, strong organizational support lowers emotional exhaustion, thereby boosting employee well-being.

**Table 3.** Mediation Testing

Category	Direct Influence	Indirect Influence	Result	Inf.
POS - WLB - EWB	0.45	0.16	0.61	partial mediation
POS - EE - EWB	0.45	0.015	0.47	partial mediation

The results showed that perceived organizational support (POS) has a significant direct effect on employee well-being (EWB), with a coefficient of 0.45 on both mediation paths analyzed. When mediated by work-life balance (WLB), there is an indirect effect of 0.16 ( $0.62 * 0.25$ ), so that the total effect of POS on EWB reaches 0.61. In practical terms, the overall effect is moderate. This shows that WLB partially mediates the relationship, which means that most of the effect of POS on EWB is direct, but some are channeled through increasing the balance between work and personal life. This finding emphasizes the importance of creating a work environment that supports work-life balance as an effort to improve employee welfare. Meanwhile, when emotional exhaustion (EE) is entered as a mediating variable, the indirect effect of POS on employee well-being (EWB) is only 0.015 ( $-0.17 * -0.09$ ), with the total effect remaining at 0.45. This also shows partial mediation, but the contribution of EE mediation to the relationship between POS and EWB is very small. This means that although organizational support can help reduce emotional exhaustion, its impact on improving employee well-being is not as great as the role of WLB. Thus, organizational interventions aimed at strengthening

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WLB have a greater impact on improving employee well-being than focusing solely on reducing emotional exhaustion.

**Table 4.** Hypothesis Testing Results

Hypothesis	Variable Relationship	Coefficient Value	T Value $\geq 1.645$ and $\geq 1.96$	Results
H1+	POS $\rightarrow$ WLB	0,62	11,09	Significant and Data supports the hypothesis
H2-	POS $\rightarrow$ EE	-0,17	-2,94	Significant and Data supports the hypothesis
H3+	POS $\rightarrow$ EWB	0,45	6,93	Significant and Data supports the hypothesis
H4+	WLB $\rightarrow$ EWB	0,25	4,11	Significant and Data supports the hypothesis
H5-	EE $\rightarrow$ EWB	-0.09	-1,95	Significant and Data supports the hypothesis
H6	POS $\rightarrow$ WLB $\rightarrow$ EWB	0,16 (0,62*0,25)	4,18	Significant and Data supports the hypothesis
H7	POS $\rightarrow$ EE $\rightarrow$ EWB	0,015 (-0.17 * -0,09)	1,97	Significant and Data supports the hypothesis

## H1 Perceived Organizational Support has a positive effect on Work-life Balance

The study's results validate the hypothesis that Perceived Organizational Support (POS) significantly enhances Work-Life Balance (WLB) ( $t = 11.09$ , path coefficient 0.62). These positive results may occur because when employees feel supported by the organization through flexible work policies, welfare facilities, and attention to personal needs, they are better able to manage the demands of work and personal life in a balanced manner. Conversely, a lack of organizational support tends to lead to imbalance, which negatively impacts employees' quality of life. These findings indicate that higher levels of organizational support directly lead to employees feeling they have a better work-life balance, while a lack of such support often results in a poorer balance.

This study's findings concur with those of (Irfan et al., 2023) which states that when workers feel perceived organizational support, there will be harmony between work and personal life. This is also reinforced by (Kosseck et al., 2011) who stress the need for organizational policies that actively support the integration of work and family life. In addition, (Sheikh, 2023) asserts a positive link between perceived organizational support and work-life balance, indicating that when employees feel adequately supported by their organization, it favorably shapes their view of their work-life balance and (Lamprinou et al., 2021) revealed that POS effectively helps in achieving a better work-life balance.

The implications of these findings are quite significant for organizational management. First, organizations that provide adequate support can increase employee satisfaction and productivity. Second, a better work-life balance has the potential to reduce stress levels, increase loyalty, and reduce employee turnover. This means that an organization's investment in building a strong culture of support is not only beneficial for employee well-being but also contributes to the overall performance and sustainability of the organization.

## **H2 Perceived Organizational Support has a negative effect on Emotional exhaustion**

The study's results bolster the idea that Perceived Organizational Support actively reduces emotional exhaustion ( $t = -2.94$ , path coefficient  $-0.17$ ). This negative result may occur because when employees feel supported by the organization both emotionally and through the provision of adequate resources, they are better able to cope with work pressure and stress, so that the level of emotional exhaustion tends to decrease. This means that the greater the support employees feel from their organization, the lower the level of emotional exhaustion they experience. Conversely, if employees feel unsupported, their emotional exhaustion tends to increase.

This study's findings concur with those of [\(Edmondson et al., 2019\)](#) which show that lack of organizational support can increase the risk of emotional exhaustion due to inappropriate job placement and lack of resources. Adequate Perceived Organizational Support helps employees deal with work pressure by providing emotional and physical support, thereby reducing the level of emotional exhaustion. Other studies also support this finding, as stated by [Dinc et al \(2022\)](#) POS has a negative and significant impact on emotional exhaustion, employees who feel that institutions that care about employee welfare and support and appreciate their contributions reduce levels of emotional exhaustion such as tension, fatigue and frustration. In other studies, [\(Kurtessis et al., 2017; Lowe et al., 2020\)](#), who found a negative relationship between Perceived Organizational Support and emotional exhaustion. The implications of these findings for organizations that provide strong support can prevent emotional exhaustion among employees, potentially improving their well-being and mental health. Additionally, reducing emotional exhaustion can also enhance employee productivity, motivation, and loyalty, while reducing the risk of turnover and absenteeism due to work-related stress. Thus, POS benefits individual well-being while contributing to organizational effectiveness and sustainability.

## **H3 Perceived Organizational Support has a positive effect on Employee Well-Being**

Perceived Organizational Support has been proven to have a significant positive effect on Employee Well-Being ( $t = 6.93$ , path coefficient  $0.45$ ). These positive results can occur because when employees feel adequate support from the organization, whether in the form of attention to their needs, recognition of their contributions, or the provision of adequate facilities and resources, they will feel more valued, secure, and comfortable in carrying out their duties. Conversely, employees who perceive low organizational support tend to experience stress, dissatisfaction, and lower well-being while

performing their work. This finding implies that the higher the Perceived Organizational Support, the higher the employees' well-being. Conversely, employees with low Perceived Organizational Support tend to have lower well-being while performing their duties.

This study's findings concur with those of ([Kurtessis et al., 2017](#)) which states that Perceived Organizational Support is beneficial for organizational outcomes as well as improving employee well-being. Organizational support has been shown to be positively related to employee well-being, ([Sudagijono et al., 2024](#)) stated that the positive effect of POS on employee well-being indicates that employees really need organizational support in carrying out their duties, because this organizational support will make employees feel more comfortable and prosperous. This shows that organizational support is important in improving employee well-being. The practical implications of these findings for organizational management are the need to build and strengthen a culture of support through policies, programs, and practices that genuinely address employee needs, including recognition of achievements, work flexibility, and work-life balance. As a result, employees will experience greater well-being and are likely to be more motivated, loyal, and productive.

#### **H4 Work-life Balance has a positive effect on Employee Well Being**

Work Life Balance has a significant positive effect on Employee Well Being (t count = 4.11, path coefficient 0.25), meaning that the higher the work-life balance, the higher the employee well being, conversely, employees with low work-life balance tend to be less able to feel well-being when carrying out their work. These positive results can occur because when employees are able to manage and balance their time and energy between work demands and personal needs, they will feel more satisfied, healthier physically and mentally, and better able to perform their roles optimally at work and in their personal lives. Conversely, employees who experience imbalance tend to feel burdened, stressed, and experience a decline in well-being, which can affect their performance and work motivation.

This study's findings concur with those of ([Fazal et al., 2019](#)) which states that work-life balance is created through proportional management between work and personal activities. Work-life balance also contributes directly to employee well-being, as explained by ([Baptiste, 2008](#)) and reinforced by the findings of ([Wei & Ye, 2022](#)) which show a positive relationship between work-life balance and well-being. In addition, ([Franco et al., 2021](#)) added that an imbalance in work-life balance can occur due to work pressure, gender inequality, and an unhealthy work environment, which have a negative impact on well-being. According to ([Zheng et al., 2015](#)), employees who have a good work-life balance influence better health conditions and employee well-being compared to those who do not have a work-life balance, so that achieving work-life balance makes a positive contribution to employee health and welfare. The implications of these findings highlight the importance of organizations creating a work environment that supports work-life balance. This can be achieved through the implementation of flexible work policies, realistic workload management, and comprehensive employee welfare programs.

### **H5 Emotional exhaustion has a negative effect on Employee Well Being**

The results of this study support the hypothesis of this study that emotional exhaustion has a significant negative effect on Employee Well Being ( $t$  count = -1.95, path coefficient -0.09). These negative results can occur because employees who experience high levels of emotional exhaustion tend to feel a loss of energy, motivation, and ability to cope with the demands of their job. This condition makes them feel less comfortable in carrying out their duties. Conversely, employees with low levels of emotional exhaustion tend to be better able to maintain their well-being, feel more energetic, and be more satisfied in carrying out their roles at work.

The findings of this study align with ([Wei & Ye, 2022](#)) which states that emotional exhaustion has a negative effect on well-being, the higher the level of emotional exhaustion can reduce well-being, according to ([Rasool et al., 2021](#)) that emotional exhaustion has a negative effect on work-related well-being. [Maslach and Jackson's \(1981\)](#) definition that emotional exhaustion is a condition of emotional, physical, and mental exhaustion due to prolonged emotional stress. [Maslach and Leiter \(2008\)](#) also emphasized that individuals who experience emotional exhaustion tend to feel drained of energy and are no longer able to face the demands of work. This has a negative impact on subjective well-being, as stated by ([Lee et al., 2020](#)), where emotional exhaustion causes a decrease in individual well-being. The practical implications of these findings suggest that organizations need to pay attention to stress management and the prevention of emotional exhaustion in the workplace. This can be achieved through reasonable workload management, mental health programs, social support from colleagues and supervisors, and stress management training. By reducing emotional exhaustion levels, organizations not only enhance employee well-being but also support higher productivity, motivation, and work engagement, thereby positively impacting organizational performance.

### **H6 Work-Life Balance mediates Perceived Organizational Support on Employee Well-Being**

The results of this study support the research hypothesis that work-life balance can mediate the effect of Perceived Organizational Support on Employee Well-Being ( $t$  count = 0.16, path coefficient = 4.18), high Perceived Organizational Support will support high employee work-life balance which will then support high Employee Well Being felt by employees. This result may occur because when employees feel a high level of organizational support through flexible work policies, attention to personal needs, and recognition of employee contributions, they are better able to maintain a balance between work and personal life. This good work-life balance in turn improves employees' perception of well-being, as they feel calmer, more motivated, and able to cope with the demands of work without sacrificing their personal lives.

The results of this study support the view of ([Kossek et al., 2011](#)) that Perceived Organizational Support can reduce employee tension through policies that value the balance between work and personal life. Strong organizational support plays an important role in building work-life balance, which ultimately improves employee well-being. This finding is also in line with ([Allen et al., 2000](#); [Lapierre et al., 2008](#)) who emphasize the importance of understanding the organization and managerial

support in creating a work environment that supports work-life balance. Employees who are in a family-supportive work environment tend to experience lower stress and have better well-being. The practical implications of these findings emphasize that organizations need to actively build a supportive culture that helps employees balance work and personal life. This can be achieved through the implementation of flexible work hours policies, adequate leave, wellness programs, and open communication between management and employees. By creating a work environment that supports work-life balance, organizations can improve employee well-being, thereby positively impacting organizational performance and sustainability.

### **H7 Emotional Exhaustion Mediates Perceived Organizational Support on Employee Well-Being**

The results of this study support the research hypothesis that emotional exhaustion can mediate the effect of Perceived Organizational Support on Employee Well-Being ( $t$  count = 1.97, path coefficient -0.015). This result may occur because when employees feel a high level of organizational support, whether through attention to their needs, recognition of their contributions, or the provision of adequate resources, their level of emotional exhaustion tends to decrease. This reduction in emotional exhaustion then enhances employees' perception of well-being, as they feel more capable of handling work-related stress and more satisfied with their work conditions. Conversely, a lack of organizational support can increase stress and emotional exhaustion, which negatively impacts employees' well-being.

The results of this study support the view of [\(George et al., 1993\)](#) that Perceived Organizational Support provides a sense of security for employees because they believe the organization will help when needed, especially in stressful situations. This trust builds a positive relationship between employees and the organization, as explained by [\(Eisenberger et al., 1990\)](#). In addition, [\(Kurtessis et al., 2017\)](#) found that Perceived Organizational Support is related to increased well-being and decreased stress and emotional exhaustion through its influence on mood and job satisfaction. These findings reinforce the importance of organizational support in creating a psychologically healthy work environment. The practical implications of these findings suggest that organizations need to actively build a culture of support that can reduce emotional exhaustion. This can be achieved through flexible work policies, mental wellness programs, social support from colleagues and supervisors, and open and transparent communication. By reducing emotional exhaustion through effective organizational support, employee well-being can improve, which in turn will enhance productivity, motivation, and employee engagement, and support organizational sustainability.

The purpose of this research is to examine the effect of Perceived organizational support on Employee well being of Prison, Detention Center and LPKA employees at the DKI Jakarta Regional Office, Ministry of Immigration and Corrections and to examine the mediating role of Work-life balance and Emotional exhaustion on the effect of Perceived organizational support on Employee well being. This research was conducted based on the answers from 314 correctional officers at the DKI Jakarta Regional Office, Ministry of Immigration and Corrections who have worked for 1 year or more at the DKI Jakarta Regional Office, Ministry of Immigration and Corrections.

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Based on the results of the study, there are three pathways that can improve employee well-being. The first pathway shows that support from the Ministry of Immigration and Corrections (POS) directly affects the well-being (EWB) of correctional officers at the DKI Jakarta Regional Office. This finding reinforces the Job Demands–Resources (JD-R) model by highlighting the importance of organizational resources as a protective factor against work-related stress in the correctional environment. The second pathway shows that work–life balance (WLB) mediates the relationship between POS and EWB, with a stronger mediating effect than emotional exhaustion. This indicates that effective organizational support not only directly improves well-being but also helps employees balance work demands and personal life, thereby significantly impacting their well-being. The third pathway, emotional exhaustion, also acts as a mediator, though its effect is weaker than WLB. Adequate organizational support can reduce emotional exhaustion, thereby promoting improved employee well-being. The contribution of this study lies in identifying that, among correctional officers, mediation through reducing emotional exhaustion is not as strong as mediation through WLB, which is a new and specific finding for the JD-R literature.

The results of this study are in line with [\(Kurtessis et al., 2017\)](#) which states that Perceived Organizational Support is beneficial for organizational outcomes as well as improving employee welfare. Organizational support has been shown to be positively related to employee well-being, [\(Sudagijono et al., 2024\)](#) stated that the positive influence of POS on employee well-being indicates that employees really need organizational support in carrying out their duties, because this organizational support will make employees feel more comfortable and prosperous. [Alzadjali and Ahmad \(2024\)](#) stated that perceived organizational support plays an important role in improving work results and employee well-being, employees who get joy from their work and apply the core values of their profession tend to experience increased well-being. This shows that organizational support is important in improving employee well-being.

Furthermore, the second path, it is proven that work life balance can partially mediate the relationship between perceived organizational support and employee well-being. This finding confirms the importance of creating a work environment that supports balance in life (Global Balance) as an effort to improve employee welfare. High perceived organizational support will support high employee work life balance which will then support high employee well-being felt by employees. The results of this study support the view of [\(Kossek et al., 2011\)](#) that Perceived Organizational Support can reduce employee tension through policies that value the balance between work and personal life. Strong organizational support plays an important role in building work-life balance, which ultimately improves employee well-being. This finding is also in line with [\(Allen et al., 2000; Lapierre et al., 2008\)](#) experts highlight that strong organizational and managerial support is crucial for fostering a work environment that promotes work-life balance. In such settings, employees typically experience less stress and enjoy better well-being.

The third analytical path confirms that emotional exhaustion partially mediates the connection from POS to employee well-being. When employees feel strongly supported by their organization, it

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diminishes their emotional exhaustion, directly contributing to their improved well-being. The findings of this study are in line with the view that (George et al., 1993) when employees feel that their organization is ready to help and support them, especially in difficult times or when experiencing stress, this provides a much-needed sense of security. This sense of security builds a foundation of trust between employees and the organization, which in turn strengthens the positive relationship between the two. This concept is reinforced by (Eisenberger et al., 1990) which shows that the perception of organizational support encourages employees to feel valued and considered important by their organization, thereby increasing their loyalty and motivation. In addition, (Kurtessis et al., 2017) adding that perceived organizational support not only contributes to the emotional well-being of employees but also directly improves their well-being. Perceived support helps reduce stress and emotional exhaustion by improving mood and increasing job satisfaction. In other words, organizations that are able to provide strong psychological support create a mentally healthy work environment, which is important for maintaining employee performance and mental health.

Determination analysis shows that employee well-being is influenced by work-life balance, emotional exhaustion, and perceived organizational support, but the combined influence of these three variables can only explain less than half (44%) of the overall variability in employee well-being. This means that more than half of the factors that influence well-being come from other aspects that were not studied. Similarly, for work-life balance, perceived organizational support plays an important role, but there are still many other factors (62%) that influence it and are not included in this study. For emotional exhaustion, the influence of organizational support is very small, only about 3%, while the remaining 97% is influenced by other factors not examined in this study. This indicates that emotional exhaustion is more heavily influenced by other factors. Therefore, based on this, it can be concluded that there needs to be other variables to be studied, including task performance, leadership style, work engagement, motivation, self-efficacy, job satisfaction, and other variables that can also affect the relationship between perceived organizational support and employee well-being.

The results of the study based on the employee well-being variable in the Life well-being dimension that correctional officers somewhat agree to be in a good life situation (LWB4), this reflects that most correctional officers at the DKI Regional Office feel quite satisfied with their life situation, although there is still a desire to achieve a better life situation according to the perception of each employee. Then based on the t-test on the workplace well-being dimension, there is a significant difference that correctional officers with non-PNS employee status are more satisfied with their work performance compared to correctional officers with PNS employee status. This is because employees with Non-PNS status who come from cadets are still in the education stage (CPNS) so they have not received heavy work pressure and non-PNS employees who come from health workers, also their work pressure is not as heavy as PNS, where employees with PNS for health workers are functional positions in addition to having the responsibility to maintain the health of prisoners and annually, must also obtain credit points.

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Furthermore, the results of the study based on the variable Perceived Organizational Support that correctional officers feel that the agency is tolerant of the mistakes they make as long as the mistakes do not violate applicable laws and norms. So this shows that the Ministry of Immigration and Correction is open and tolerant to its employees towards minor mistakes made, as long as they do not violate applicable laws, regulations and norms.

Then the results of the study based on the Work Life Balance variable on the role of correctional officers in work and outside work or personal life run harmoniously and balanced, without any significant clashes or obstacles, and after conducting the Anova work life balance test based on the education level category there is a difference in the perception of correctional officers, the majority of correctional officers with D1 and D3 educational backgrounds agree that the role of correctional officers in work and outside work or personal life runs harmoniously and balanced, without any significant clashes or obstacles, while based on other educational backgrounds, namely SMA, S1 and D4, S2 agree but there is still a little doubt that the role of correctional officers in work and outside work or personal life runs harmoniously and balanced, without any significant clashes or obstacles. This difference can be explained through role theory and job stratification literature, which states that educational attainment often influences expectations, role management skills, and perceptions of the balance between work demands and personal life. Staff with lower levels of education (D1 and D3) tend to have simpler expectations regarding job responsibilities and personal roles, making it easier for them to feel a sense of balance. Conversely, staff with higher levels of education may have additional responsibilities, more complex career expectations, or greater awareness of role conflicts, leading to a more cautious perception of work-life balance. These findings indicate that although the Ministry of Immigration and Corrections has provided a relatively balanced work schedule, differences in perception based on educational background need to be taken into account when designing policies that are more responsive to the diverse needs of employee groups.

Next, based on the results of the study on the emotional exhaustion variable, correctional officers feel that they have worked too hard in carrying out their duties, so it can be concluded that the emotional exhaustion that is most felt by correctional officers at the DKI Regional Office does not explicitly state that they have worked too hard in carrying out their work, so this indicates the potential for stress at work but has not reached high emotional exhaustion.

The Job Demands-Resources (JD-R) theory developed by Bakker & Demerouti (2017) highlights the importance of balancing job demands and employee resources in creating good performance and optimal well-being. Job demands can include physical pressure, mental stress, social pressure, or organizational factors that cause stress and disrupt health. Conversely, job resources, such as support from supervisors, access to adequate tools, and opportunities for growth, can help employees cope with these demands. By reducing excessive job demands and enhancing available resources, organizations can reduce psychological stress on employees. As a result, employees will feel mentally healthier, more motivated, and ultimately able to demonstrate better performance. Time pressure is an important component of job demands that is most likely to be reduced through the use of work

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and non-work supports. On the other hand, Jobs Resources stimulate employees' personal growth and improve their well-being, in part by providing employees with opportunities to better cope with job demands ([Wood & de Menezes, 2011](#)). Correctional officers have high job demands, including risks in dealing with prisoners and convicts, additional tasks that increase the workload, the obligation to be on duty and work schedules with shift methods and role conflicts as head of the family, mother and roles in community life, this affects a person's emotional exhaustion (burn out), which is caused by excessive and continuous stress so that it can reduce employee well-being. So that job resources are needed, namely perceived organizational support, so that with the support of the organization to balance roles in work and life, emotional exhaustion can be reduced and employee well-being can be improved, as well as performance and the realization of maximum public service.

This study has several limitations that need to be considered. First, the respondents were only correctional officers at the DKI Jakarta Regional Office, so the results of the study cannot be generalized to other regions that may have different geographical characteristics, workloads, and work cultures. Second, the use of quantitative methods through questionnaires introduces a common methodological bias, as the data collected is self-reported and cannot explore the subjective experiences of employees in depth. Additionally, there is a potential for social desirability bias, where respondents may provide answers deemed “desirable” by the organization out of fear of reprimand or negative evaluation, particularly regarding perceptions of organizational support, employee well-being, work-life balance, and emotional exhaustion. This study also did not consider additional variables that could influence the relationship between perceived organizational support and employee well-being, such as leadership style, work culture, organizational culture, motivation, performance, and self-efficacy. In addition, the cross-sectional design only measured variables at a single point in time, making it impossible to analyze causal relationships or long-term dynamics of change.

For future research, it is recommended to use a longitudinal approach to monitor changes in behavior or psychological conditions more accurately. Researchers can also apply data triangulation, such as in-depth interviews, direct observation, or the use of secondary data, to reduce self-report bias and social desirability bias. This approach will strengthen the validity of the findings and provide a more holistic understanding of the factors that influence employee well-being in a correctional environment.

Further research can be conducted on correctional officers of the Ministry of Immigration and Correction in different regions, so that the results of the study have different geographical characteristics, workloads, and work cultures that are not the same. Qualitative research methods can be carried out in further research in order to provide a deeper understanding and add to the literature on perceived organizational support, employee well-being, work-life balance and emotional exhaustion. Researchers have not considered other variables such as task performance, leadership style, work engagement, motivation, self-efficacy, job satisfaction, and other variables that can also affect the relationship between perceived organizational support and employee well-being. This study uses a cross-sectional approach, so further research can conduct research using a longitudinal approach. By using a longitudinal study, it is hoped that further research can provide views from

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respondents with a longer period of time. In further research, to avoid bias in data collection, an anonymous method can be used by not including the choice of the name of the technical implementing unit where they work and not filling in the name of the position in filling in the respondent profile data

## CONCLUSION

Based on the research findings, perceived organizational support has been shown to have a positive impact on employee well-being, both directly and through the mediation of work-life balance and emotional exhaustion. The mediation analysis indicates that WLB has a stronger effect than emotional exhaustion, suggesting that achieving a balance between work and personal life is the primary mechanism for improving the well-being of correctional officers. These findings highlight the unique nature of the work environment for correctional officers, who face high stress levels and distinct challenges compared to other professions. The practical implications of these findings are the need to adjust the focus of human resources policies in correctional institutions, prioritizing programs and interventions that support work-life balance, such as flexible work schedules, structured leave, and psychological support, rather than solely focusing on mitigating emotional exhaustion. This approach is more effective in significantly improving employee well-being. However, this study has limitations because the sample only comes from one working area (the DKI Jakarta Regional Office), so generalizing the results to all correctional officers in Indonesia must be done with caution. Further research is recommended to expand the sample and consider additional variables in order to gain a more comprehensive understanding of the factors that affect employee welfare in the correctional environment.

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# The Influence of Perceived Organizational Support on Employee Well-Being: The Mediating Roles of Work-Life Balance and Emotional Exhaustion among Correctional Officers

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