

Experienced-High Performance Work Systems and Perceived Organizational Support Effect Towards Perceived Workload: Psychological Empowerment and Job Demands as Mediator

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Abstract - Employees' experiences with an integrated model of high-performance work systems (experienced HPWS) and perceived organizational support are used to test for both positive and negative effects on perceived workload (PW). A recent study demonstrates the situation in which employees are burdened by their workload and do not receive additional remuneration for the extra work they undertake. This research was conducted at a company engaged in agriculture business in Indonesia. This is an empirical study based on quantitative data collected once from 200 employees through a survey. Structural Equation Model (SEM) - AMOS 22 software was used to analyze the data. The results of the study indicate that experienced-high performance work systems and perceived organizational support has a negative effect on perceived workload, whereas psychological empowerment and Job demands does not play a mediation role in the relationship between experienced-high performance work systems and perceived organizational support to perceived workload. The research is supposed to provide information to the organization to analyze current policies and explore implementing initiatives to boost involvement and performance. In addition to these goals, the findings of this study can serve as references for other researchers who desire to do similar research or modification.

Keywords – perceived organizational support, high-performance work systems, job demand, psychological empowerment, perceived workload, covid-19

I. INTRODUCTION

Since the Corona pandemic hit the world in March 2020, the way we work has fundamentally changed. Around 40 percent of global workforce moved to a home office on short notice and has been working remotely ever since. People are naturally concerned about obtaining COVID-19, according to Ahorsu et al (2020), because of the significant risk of infection and fatality (H. Chen and K. Eyou, 2021, p. 2). Fear of COVID-19 was significantly associated with concerns of job instability and poor mental health, including psychological distress, depression, anxiety, and low life satisfaction, according to Sasaki et al (2020), Satıcı et al (2020), and Soraci et al (2020) in their studies in other cultural contexts and industry sectors (H. Chen and K. Eyou, 2021, p. 2).

Naturally, the number of infected or self-quarantined officers was expected to rise over the length of the pandemic, according to M.O. Frenkel et al (2021), potentially resulting in a personnel shortage and increased

burden for those remaining in the workforce. It's unclear if working from home during COVID-19 will have an impact on their workload perception. Furthermore, research by H. Chen and K. Eyou (2021) reveals that social support, such as perceived organizational support (POS) and perceived management support, can help to reduce burden. However, little is known about the potential function of point-of-sale systems in reducing employees' burden perceptions. Looking at the situation, company has transformed the practices and protocols to protect the safety and well-being of the employees still on site and in the field. What was intended to protect personal health resulted in a sometimes challenging, but often positive change in every day working life of many employees. This crisis has helped company establish a new sense of agility in their culture. Working from home provided more flexibility and individual freedom, simplified, and accelerated work processes and made many of company appreciate the great possibilities of digital communication. By reducing or even eliminating business trips and the daily commute to work, has saved resources and further reduced the footprint. Still, all of us miss valuable, in-person exchange and the opportunity to be in physical contact with team members. After the experiences of over the years, one thing is clear for this company: We will not return to our old ways of working after the Corona pandemic.

The situation around the world varies significantly: Some of employees have been back in traditional work environments, others won't go back for some time, while other colleagues flexibly switch between regular office and working from home. Regardless of the local situation, company have learned a lot from the Corona crisis, including that a lot of work can be done from home, if we offer our people more flexibility in where and how they work.

At the same time, the success of a company depends on the success as a team. The workplaces can be valuable assets in harnessing the strength of the people especially when their work depends on strong team dynamics and personal interactions. Company has envisioned a work environment that is coordinated and collaborative enough to make our teams effective, but flexible enough to give our people freedom. It is important to value partnership and performance over presence, for the health and development of our people and the success of the organization.

This approach also influences business travel within the company. Management have seen over the past years that even large global meetings can be held effectively with the help of digital communication tools, without having to travel and meet in-person. In many cases, this also applies to contact with the customers. Changing the way, we work, and where we work from, can help us to work more efficiently, contribute to our sustainability goals and allow us more room to re-invest savings into growth opportunities. Company had started experiment in various parts of the Group to test new ideas, tools and concepts for innovative ways of working that provide more flexibility and choice to our employees while at the same time addressing business priorities.

Throughout the pandemic, strong leadership has been a crucial success factor. Country leadership teams will continue to steer the organizations through the pandemic. In parallel, an international working group will develop a global framework for the post-pandemic period. The aim is to give countries, divisions and functions the freedom and flexibility they need to find solutions that best meet local preferences and requirements. Where necessary, the local employee representatives are of course also involved. Seems, the Corona pandemic is far from over, and we will continue to learn and improve as we go. Nevertheless, company need to start now to make use of the opportunities arising from this crisis. After all, they are a strong impulse to accelerate the digital transformation and strengthen its overall competitiveness. In doing so, company has creating the framework for an enjoyable and success oriented working environment for our people, underpinned by our company values and continued commitment to employees' safety

The conceptual influences of organizational practices on psychological perceptions of empowerment were identified using Kanter's Theory of Structural Empowerment and Spreitzer's Psychological Empowerment in the Workplace Framework (Travers, 2020, p. 3). Workload is having crucial consequences work-family conflict, for example, can have a negative impact on an individual's well-being, according to Goh, Ilies, and Wilson (2015), while Sonnentag & Fritz (2015) said life satisfaction and psychological detachment (Liu et al, 2020, p.2). Competence and autonomy are self-perceived by individuals, impactful also significance are all indicators of psychological empowerment. Self-perceptions of competence, autonomy, impact, and importance that significance improve as a result of perceived organizational support, which leads to self-confidence and resulting low level of perceived workload. High expectations, extra effort, and growing duties, on the other hand, are created by perceived organizational support and psychological empowerment, it denotes to excessive investment of time, consumption energy from both physical and emotional in example time-consuming a procedure that depletes resources and causes resource loss (Liu et al., 2020). Job demands, according to Demerouti et al. (2001), are those characteristics of a jobs that necessitate

prolonged are exerting physical and/or As a result, psychological effort is linked to specific physiological and/or psychological costs (e.g., high work pressure and exhaustion). On the other hand, job resources, are the 'Physical, psychological, social, or organizational factors' features of the work that you do are effective by attaining task 'objectives, reducing job requirements and related physical and psychology concern, and stimulating personal development and growth' (P.V. Kloutsiniotis & D.M. Mihail, 2019, p. 567).

In light of the foregoing, our major purpose is to investigate the effects of experienced-high-performance work systems, both good and negative and perceived organizational support on perceived workload (PW). As a result, we propose that through job demand and psychological empowerment, experienced- work systems that are high-performing and perception from the support given by the organization can be reducing the employees' workload perception. We expect that our findings broaden the theory's applicability by examining the impact of experienced-high-performance work systems and perceived organizational support in farm enterprises.

II. THEORY & CONCEPTUAL FRAMEWORK

Perceived Workload

Workload perception was discovered to be a component that increased fatigue, which led to a change in performance. Fatigue is caused by a high workload, insufficient job control and support, shiftwork, noise and vibration exposure, an unhealthy lifestyle, and a negative personality. High workload is one of numerous indicators of subjective exhaustion. It leads to higher levels of subjective weariness. In the meantime, both a high workload and a high level of subjective weariness were found to be associated with low subjective performance efficiency ratings. The findings revealed that while workload was strongly related with a higher change in fatigue, there was no primary effect of workload or interaction between workload and weariness. The data support fatigue's effects, but there was no evidence of a separate effect of perceived workload on performance change (Fan & Smith, 2017).

Performance of primary and secondary tasks, subjective assessments, and physiological measures are four broad types of methodologies that can be used to assess the relative demands of tasks on the limited information processing capacities of the human operator when measuring mental workload (MWL). When a person's workload becomes excessive, one of three things can happen. For starters, a high workload can have a negative impact on health and well-being over time; as a result, workload, along with elements like sleep disturbance and worry, is sometimes classed as a stressor. Second, when workloads exceed the "red line," performance begins to deteriorate, and errors arise as a result of high time

pressure. Third, because people are normally effort savers who want to avoid the stress of a high MWL, they frequently make decisions to avoid a high workload, many of which have significant negative effects for performance (Fan & Smith, 2017).

Perceived Organizational Support

Organizational support is described as when an organization's values consider and improve the satisfaction of its employees. Career satisfaction, on the other hand, is defined as one's pleasure with both internal and external aspects of one's own career (Türe & Akkoç, 2020). The degree to which employees believe their employers regard their contributions and care about their well-being is referred to as perceived organizational support (Eisenberger et al., 1986). Employee retention and desirable employee behaviors, such as OCBs, are positively influenced by perceived organizational support, according to Caesens & Stinglhamber (2014) and Bear (2018). According to organizational support theory (OST) (Eisenberger, Huntington, Hutchison, & Sowa (1986); Eisenberger & Stinglhamber (2011); Shore & Shore (1995).

According to Maan, Abid, Butt, Ashfaq, and Ahmed (2020), perceived organizational support influences psychological empowerment of employees. The results show that the positive role of POS on job satisfaction persists when individuals believe their organization favorably evaluates their contribution to organizational goals and is concerned about their welfare. As a result, they are satisfied with their jobs. The findings of this study likewise suggest a moderated correlation, confirming the magnitude of proactive persons' negative impact on the association between POS and psychological empowerment. As a result, the following hypotheses are formed:

H1: perceived organizational support positively influenced psychological empowerment

Using the job demands-resources model, Rubaca and Khan (2020) conclude a motivational process by which perceived organizational support and job resourcefulness affect contextual performance. The findings underscore the value of perceived organizational support and job resourcefulness as useful resources for improving employee job satisfaction, and hence advance job satisfaction literature. As a result, the next hypothesis in this research is:

H2: perceived organizational support negatively influence job demands

Individual performance (Liao et al., 2009) concludes perceived organizational support as resource gain, according to Liu, Chow, Zhu, & Chen (2020), and inclusion of perceived organizational support gives a better understanding that led to a decrease in perceived workload. As a result, the next hypothesis in this research is:

H7: perceived organizational support perceived negatively predicted perceived workload

High-Performance Work Systems

Selective staffing, competency development, performance-based compensation, information sharing, and empowerment were among the five HR techniques utilized in high-performance work systems (HPWS). HPWS is one of the primary contributors to the service performance, resilience, and OCB of Pakistan's service industries, according to the report (Nadeem, Riaz & Danish, 2019).

Employees' "experience" of these real HRM practices, as well as perceived organizational contribution and authorization, are crucial variables, according to Liu, Chow, Zhu, and Chen (2020). Procedure that makes things easier called as resource gain and a process that makes things harder known as resources loss like time-consuming procedure as a part of Psychological Empowerment. Psychological empowerment has a favorable relationship with self-efficacy, which reduces perceived risk. Psychological empowerment is also linked to putting in a lot of time and effort at work, which raises the perceived workload. As a result, the following hypotheses are formulated:

H3: experienced-HPWSs positively predicted psychological empowerment

Employees are able to achieve their job demands and decrease their levels of emotional weariness through the proper application of HPWS, according to Kloutsiniotis & Mihail's (2020) research. Indeed, this is the general consensus. about the benefit of HPWS is that they help you gain a competitive advantage. by affecting capital resources, such as in the area of human resource e.g: individual competencies and development, in the area of social resource such as relationship among others individual and in the view of organizational resource such as information ingrained in the structures, systems, culture, and practices of a company. Overall, these Human Resource activities helps to create trustful environment where both employers and employees value each others' contribution. The benefits of the actions is employees can manage the stress in the work, that necessitate more effort, both mental and physical. As a result, the next hypothesis in this research is:

H4: HPWS was negatively influence job demand

Employees' "experience" of these real HRM practices, as well as their perceptions of organizational support and empowerment, are crucial variables, according to Liu, Chow, Zhu, and Chen (2020). Through perceived organizational support, experienced-HPWSs have a negative indirect impact on perceived workload. As a result, the next hypothesis in this research is:

H8: HPWS was negatively associated with perceived workload

Psychological Empowerment

Individuals, organizations, and societies are governed by the concerns that affect them through empowerment. Empowerment is a multi-leveled structure in which each level of analysis is dependent on the others. Psychological empowerment is the same as empowerment at the individual level of study. The structure combines a sense of personal power, a positive outlook on life, and a critical grasp of the sociopolitical context.

According to Wijaya and Purba's (2020) research, there is a positive and significant link between workload and psychological empowerment. This can happen because people with high workloads perceive work to be more important, have a greater level of control over their job, and that the outcomes of their work have a major impact on the organization. As a result, the following possibilities are proposed: H5: psychological empowerment positively predicted perceived workload

Job Demand

Job demands, according to Love et al (2007), are psychological stressors such as working intensively for long periods of time, being overburdened and having limited time to complete essential work, and having competing needs. It's important noting that these employment demands are psychological rather than physical (i.e., physical exertion on the job, and physical hazards). A fast and frenzied work pace, according to Fox et al. (1993, p. 290), can cause physical strains that contribute to weariness, but the stress-related results anticipated by the JSM are linked to psychological repercussions of the workload.

Employees' perceptions of workload are unaffected by increased job demands. This result corresponds to the previous one (Wilhelmina, 2021). In general, the proportion of direct patient care and the proportion of registration were both associated to perceived burden. As the share of direct patient care increases, so does the perception of job pace and volume. As a result, the following hypotheses for this study are:

H6: job demands are not significantly related to any of perceived workload

Research model for this study as below.

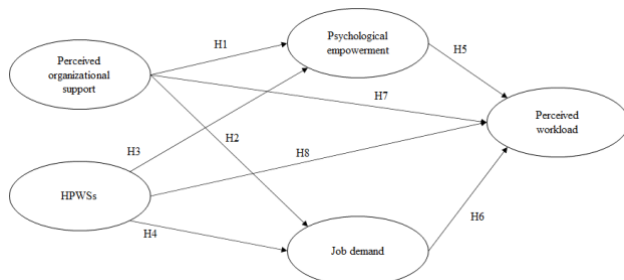


Figure 1. Research Model

III. METHODS

Sample and data collection

This research was carried out in a Bio Science firm. The respondents are all employees of a single division, notably the crop science division, which focuses on agriculture. Outsource employees were not included because the respondent had to be employed by the company. The researcher addressed the company's management and requested permission to conduct the study and distribute the questionnaire using an online form. The company's division has a total population of 200 people. Following the rule of thumb for calculating sample size based on theory from Krejcie and Morgan, the researcher selected a sample size of 132. (1970). All 200 employees who were asked to be a sample for this study were allowed to participate, resulting in a sample size of n = 200 employees.

The demographic features of the sample are shown in Table 1. The respondents' range in age from 21 to 50 years old, with the majority (73%) being male and more than half (70%) having a bachelor's degree.

Table 1. Sample Demographic

Demographic Factors	Frequency	Percent
Education		
High School	12	6%
Diploma Degree	6	3%
Bachelor's degree	140	70%
Master's degree	42	21%
Age		
21-30	38	19%
31-40	104	52%
41 or older	58	29%
Gender		
Male	146	73%
Female	54	27%

Measures

Major measures in this study include high- Workplace performance, perceived organizational support, perceived workload, psychological empowerment, and job demands are all factors to consider. We gathered all of the multi-item scales used in this study from previous research. Variable of HPWS (high performance work systems), perceived organizational support (POS), perception of workload (PW), psychological empowerment (PE) and job expectations/demands (JD) are among the 64 items in the survey questionnaire. The variable HPWS was derived by the research questionnaire from M. Zhang et al (2013), the perceived organizational support variable was adapted from the research questionnaire Eisenberger et al (2001), and psychological empowerment variables were adapted from the research questionnaire from Mansour & Tremblay (2016). (2007). All of the scales are on a five-point scale, with 1 (strongly disagree) to 5 (strongly agree) (strongly agree).

Table 2. Means, Standard Deviations and correlations (Cronbach's α is in parentheses)

Variable	Mean	Standard Deviation	1	2	3	4	5
High-performance work systems	4.09	0.83	(0.88)				
Perceived organizational support	4.02	0.79	0.71	(0.92)			
	4.28	0.68	-				
Perceived workload			0.19ns	-0.24ns	(0.86)		
Psychological empowerment	4.10	0.78	0.21**	0.26**	-0.22ns	(0.92)	
Job demands	4.15	0.81	0.30**	0.30**	0.88ns	0.68	(0.85)

The survey's understandability was tested with a sample of 30 employees as part of the pre-testing process. Employees completed all survey items and offered comments on the clarity of survey questions and instructions during the pretest. In the main study, tables 2 and 3 provide a description of each scale as well as a review of psychometric properties. Thirty items ($= 0.88$), six things ($= 0.92$), and nine items ($= 0.86$) are used to assess HPWS, POS, and workload perceptions. Twelve items ($= 0.92$ for psychological empowerment) and seven items ($= 0.85$ for job expectations) are used to assess psychological empowerment.

An overall confirmatory factor analysis is used to determine concept validity (CFA). $2=3302,58$, df (degrees of freedom) = 692, $p = 0.00$, RMSEA (root mean square error of approximation) = 0.13, GFI (goodness-of-fit index) = 0.58, CFI (comparative fit index) = 0.58, RMSEA (root mean square error of approximation) = 0.13, GFI (goodness-of-fit index) = 0.58, CFI (comparative fit index) (Hair, Black, Babin & Anderson, 2014). The lowest t-value was 3.72, indicating good convergent validity. All of the items exhibit significant and considerable loadings (> 0.50 , $p 0.001$) on their associated variables. The average variance recovered for high-performance work system was 0.73, 0.78 for perceived organizational support, 0.69 for psychological empowerment, 0.54 for job demands, and 0.60 for felt workload, showing that all construct measurements were reliable (Hair, Black, Babin & Anderson, 2014) t-value greater than 1.96 or less than -1.96.

Data Analysis

The proposed research model (Figure 1) was validated using AMOS software and variance-based structural equation modeling. By analyzing the measurement model and the structural model in one study, SEM provides a better way to empirically evaluate theoretical models (Hair, Black, Babin & Anderson, 2014). A model that permitted direct paths from a high-performance work system and perceived organizational support to perceived workload was compared to a model that did not allow direct paths to examine the mediation influence of psychological empowerment and job demands. By comparing the fit of these two models, the full or partial mediation hypothesis was investigated. According to Hair, Black, Babin, and Anderson (2014), the empirical analysis of this study used

a two-step approach: examination of the measurement model and testing the structural relationship among the latent components.

IV. RESULT

Assessment of the measurement model

The validity and reliability of reflective outer models should be checked and validated in the measurement model (Hair, Black, Babin & Anderson, 2014). The internal consistency approach is used to determine the measuring scale's reliability in terms of obtaining results. In this study (Appendix 1), composite reliability coefficients are greater than 0.7 or average variance extracted (AVE) is less than 0.5 in all cases, and Cronbach's alpha ranges from 0.54 to 0.78, showing that all scale variables are reliable (Hair, Black, Babin, & Anderson) (2014). The model's validity was determined by evaluating both convergent and discriminant validities. Convergent validity is determined by the average variance extracted (AVE). AVE met the recommended minimum value of 0.5 for all variables (Hair, Black, Babin, & Anderson, 2014).

Assessment of the structural model

The path estimates are shown in Figure 2. The model fit is good (RMSEA = 0.14, GFI = 0.58, CFI = 0.58), according to the results ($\chi^2 = 3412.94$, $df = 694$, RMSEA = 0.14, GFI = 0.58, CFI = 0.58). The path coefficient between psychological empowerment and perceived organizational support is substantial and positive ($\beta = 0.26$, $p < 0.01$), whereas the path coefficient between psychological empowerment and high-performance work systems is significant and positive ($\beta = 0.21$, $p < 0.01$). H1 and H3 are thus supported. Second, the positive path coefficient between job demands and perceived workload ($\beta = 0.88$, $p > 0.05$) is not significant. H6 is therefore supported; nevertheless, the path coefficient between psychological empowerment and perceived workload is not significant and negative ($\beta = -0.22$, $p > 0.05$), therefore H5 is not. Third, the path coefficient between high-performance work systems and perceived workload is not significant and negative ($\beta = -0.24$, $p > 0.05$), similar to the path coefficient between perceived organizational support and perceived workload. H7 and H8 are thus supported. Fourth, the relationship between perceived organizational support and job demands is substantial and positive ($\beta = 0.30$, $p < 0.01$), whereas the relationship between high-performance work systems and job demands is

significant and positive ($\beta = 0.30, p 0.01$). H2 and H4 are thus not supported.

According to the model, the association between high-performance work systems and perceived workload, as well as the relationship between perceived organizational support and perceived workload, is neither mediated by psychological empowerment or job expectations.

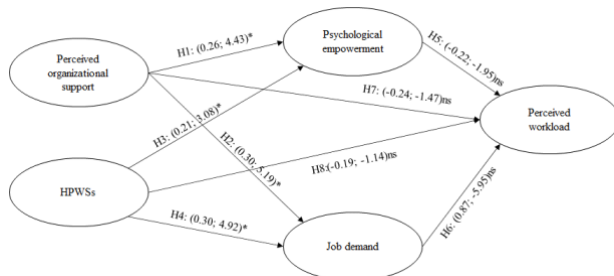


Figure 2. Path estimation

Discussion

We looked into positively or negatively a high-performance work systems and perceived organizational support at the same time has influenced the perceptions of workload. We had found that the HPWS and perceived organizational support has indirect and negatively influence the perceived workload without passing the path of mediating factor of psychological empowerment and job demand, based on a sample of 200 employees from one multinational company in the Bio Science industry located in Indonesia. The findings suggest that Perceived Corporate Support has a beneficial impact on psychological empowerment when people believe they are being appraised for their ability to contribute to organizational goals and are aware of their contribution. For example, the company provides support for employees to live a balanced life, health support for themselves and their families, and other organizational support, such as establishing environments where people feel empowered to engage in sustainable behavior proactively. Individuals become more proactive in striving to attain the company's goals as a result of these factors. Furthermore, organizational support encourages people to independently create and influence their job. We contributed to Liu, Chow, Zhu, and Chen's (2020) research on perceived organizational support, which concluded that perceived organizational support is a resource gain. Including perceived organizational support offers a better understanding, which leads to a reduction in perceived workload. The factor of psychological empowerment has a negative effect on perceived organizational support (i.e., a characteristic in which an individual's perception of the main phenomenon that describes their organization influences their working behavior and attitudes) and perceived workload in this study.

Our findings reveal that HPWSs are always beneficial to employees, confirming Liu, Chow, Zhu, and Chen's (2020) claim that including psychological empowerment improves comprehension of the perplexing dynamics of

experience the high performance work systems to perceived workload. Psychological empowerment has a favorable relationship with a person's self-efficacy, which reduces perceived burden. Psychological empowerment is also linked to putting in a lot of time and effort at work, which raises the perceived workload. Furthermore, increased psychological empowerment raises people's performance as a result of their own expectations, culminating in a loss of time & effort taking. As a result, psychological empowerment is regarded as a loss of resources. Employees may select how to go about accomplishing their work, according to the study, and this is aided by having a comprehensive HR system that allows them to participate in decision-making and be accountable for their own work in order to achieve the organization's goals. This study contradicts recent research by Wijaya & Purba (2020), which found a positive and substantial association between psychological empowerment and perceived workload, because it demonstrates that psychological empowerment has a minor influence and can lessen employees' perceptions of burden. Employees that are psychologically empowered can choose how they complete their work and recognize that every task they complete is meaningful to them. As a result, employees are unaware of the workload perception that leads to exhaustion and an unhealthy lifestyle.

Rubaca and Khan's (2020) claim that perceived organizational support and work demands-resources model differs from this study. The findings indicate the importance of perceived organizational support and job resourcefulness as useful resources for improving employee job satisfaction, and so advance the literature on job satisfaction. Organizational support reduces job demands because the company values employees' contributions and genuinely cares about their well-being, reducing psychological stressors such as not working intensively for long periods of time, not being overburdened and having enough time to complete the required work, and being able to manage the workload, according to this study. Employees can cope with bad working conditions, contrary to prior research by Kloutsiniotis & Mihail (2020), who claimed that implementing this HR practice system makes the feeling of the employees to better appreciated from the company also provide the employees better ownership in their employment. The outcomes of this study, on the other hand, reveal that there is no relevant relationship and that job demands are actually increasing. The existence of an HR system, such as a performance management system, that ensures that employees have qualified competencies and are fully responsible for their work, for example, causes employees to continue to draw on their capacity to complete the work they are given, which is time-consuming and increasingly burdensome, but it is all done by employees because they want to. In conclusion, job demand seems to be unrelated to perceived workload. According to the study, there is a link between job demand and perceived workload. For example, when employees

perform complex tasks like new product launch preparation, they are required to follow specific procedures that outline how things should be done, and this requires a long period of intense concentration on the task, which is considered workload. However, the study also demonstrates that even if there is a favorable effect, it does not have a major impact on workload.

This study confirms that a high-performance work environment and perceived organizational support have a negative impact on perceived workload, although psychological empowerment and job demand do not play a role in mediating this effect.

V. DISCUSSION

Our research provides organizations and HR managers with useful information. Our findings show that psychological empowerment mediates the negative impact of experienced-HPWSs and perceived organizational support on perceived workload, whereas job demand has a positive impact on experienced-HPWSs and perceived organizational support but has no effect on any of the PW measures. As a result, organizations and HRM managers should pay special attention to the negative aspects of HPWSs, in addition to the favorable aspects. On the one hand, organizations can increase resource gain by creating and implementing HPWSs by providing required resources, such as something tangible, example a training, awards, and feeling secured in terms of job continuation as well as intangible aspects in example giving acknowledgement, regards, appreciation, and care. These would reduce employees' perceived workload by easing job expectations and assisting the employee in managing their small scale of resources.

Instead of focusing solely on the positive outcomes, organizations should take a more balanced and comprehensive approach that takes into account the potential negative effects of HPWSs. In this regard, employers should be aware that HPWSs and psychological empowerment might lead to increased job demands for employees, depleting their resources, both physical and emotional. As a result, job crafting should be encouraged so that more people may get involved. Individuals will gain more self-command over their workload and remain interested to the job. The importance of perceived organizational support through the mediating role of psychological empowerment underlined the need of organizations not just focusing on employee empowerment but also caring for their well-being. They are more satisfied with their jobs the more they channel their employees' enthusiasm.

The following are some of the study's limitations: (1) Further research should cover more companies within the Bio Science industry background to increase the generalisation of this study; (2) Further research should include more wholistic meaning from all employees across

functions and divisions as a research sample to increase the generalisation of this study.

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Appendix 1. Measurement Scales

Constructs	Loading	t- Values
Perceived Workload (AVE = 0.60)		
My job requires working very fast	0.39	
My job requires working very hard	0.44	4.29
I am not asked to do an excessive amount of work	0.56	4.71
I have enough time to get the job done	0.79	5.03
I am free from conflicting demands others make	0.74	4.60
My job requires long periods of intense concentration on the task	0.84	4.74
My tasks are often interrupted before I can finish them so that I have to go back to them later	0.62	4.50
My job is very hectic	0.6	4.75
Waiting on work from other people or departments often slows me down on my job	0.41	4.03
High-Performance Work Systems (AVE = 0.73)		
Recruitment & Selection:		
The recruitment and selection processes in this organisation are impartial	0.57	4.30
Favouritism is not evident in any of the recruitment decisions made in this unit	0.72	4.58
Interview panels are used during the recruitment and selection process in this unit	0.70	7.39
All appointments in this unit are based on merit (i.e., the best person for the job is selected regardless of his/her personal characteristics)	0.74	5.26
Only the best people are hired to work in this unit	0.67	5.50
Performance Management:		
In this unit, the performance management policy document is readily available to all staff	0.68	6.55
In this unit, staff performance is reviewed in accordance with agreed annual goals and organisation-wide requirements and informal feedback is given	0.79	7.31
In this unit, there is a performance management system to ensure that staff are competent and accountable for their work	0.82	9.06
In this unit, there is a performance management system to ensure that future growth and development needs are identified	0.82	5.95
In this unit, the statements of accountabilities and responsibilities are regularly reviewed to ensure that they are relevant to current organisational needs and goals	0.82	7.80
EEO (Equal Employment Opportunity) and cultural diversity:		
The organisation spends enough resources on EEO awareness and EEO-related training	0.82	8.42
This unit supports employees with the balancing of work and family responsibilities	0.78	6.91
Management in this unit is supportive of cultural difference in this organisation	0.77	9.97
Men and women have the same employment opportunities in this unit	0.70	9.15
EEO is promoted in this unit	0.76	8.36
Training & Development		
Providing employees with training beyond that mandated by government regulations is a priority in this unit	0.75	6.01
This unit subsidises, assists, or reimburses employees for training or courses taken outside of the workplace	0.60	4.32
Employees in this unit receive additional compensation for training they get outside the unit	0.62	3.72
I encourage my staff to extend their abilities	0.75	9.94

Constructs	Loading	t-Values
This unit has provided my staff with training opportunities enabling them to extend their range of skills and abilities	0.80	7.31
My staff get the opportunity to discuss their training and development requirements with their immediate manager	0.73	6.55
This unit is committed to the training and development of its employees	0.83	7.32
Participation & Decision Making		
I have significant say in decision-making at work	0.75	5.55
I participate in decision-making with regard to work-related issues	0.69	6.63
I have a say in what is, and what is not, part of my job	0.69	4.32
I participate in decision-making with regard to nature of my work activities	0.75	7.34
I directly influence decision-making in my work unit	0.63	5.12
I have influence over the division of work over my colleagues and myself	0.76	5.70
I have the opportunity to discuss work-related problems with my immediate manager	0.74	10.01
I have enough opportunity to examine work-related issues with my immediate manager	0.83	9.00
Perceived Organizational Support (AVE = 0.78)		
The company takes pride in my accomplishments.	0.68	
The company really cares about my well-being.	0.85	9.58
The company values my contributions to its well-being.	0.86	11.56
The company strongly considers my goals and values.	0.9	10.98
The company shows little concern for me. (R)	0.73	10.85
The company is willing to help me if I need a special favor.	0.68	9.00
Psychological Empowerment (AVE = 0.69)		
My work is important to me.	0.6	
My job activities are meaningful to me.	0.76	9.43
I care about what I do on my job.	0.68	8.69
My job is well within the scope of my abilities	0.64	8.18
I am confident about my ability to do my job	0.7	8.76
I have mastered the skills to do my job.	0.71	8.80
My opinion counts in the work group decision making	0.67	8.37
I have freedom in determining how to do my job	0.55	7.12
I have a chance to use personal initiative in my work	0.72	8.90
I have influence over what happens in my work group	0.63	8.01
I decide how to go about doing my work	0.83	9.66
I have a great deal of control over my job	0.74	9.06
Job Demands (AVE = 0.54)		
I know perfectly what it is expected of me in my job	0.4	
I almost always know exactly what I must do in my job	0.32	6.05
In my work, there are procedures that indicate how things must be done	0.7	6.21
In my work, there are rules that indicate almost everything that I must do or say	0.65	6.09
The aims that I must achieve in my work are clear and specific	0.7	6.17
How much information do you receive about your job as to how you do it?	0.64	4.30
Fulfilling my job requirements offers me many opportunities to know how well I do my job	0.39	5.04
Note: All items have p-value<0.001		