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Psychological Safety, Organizational Support, and Employee Well-being: The Moderating Role of Engagement

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Abstract

This study examines how psychological safety and perceived organizational support influence employee well-being, while assessing employee engagement as a moderating variable in the manufacturing sector. Employee well-being has become an important concern for manufacturing organizations because employees often face production pressure, repetitive work routines, and demanding operational targets. A quantitative research design with a cross-sectional survey approach was employed. Data were collected from 150 manufacturing employees who had worked in their organizations for at least one year. Respondents were selected using purposive sampling, and the data were analyzed using Partial Least Squares Structural Equation Modeling with SmartPLS 4. The measurement model confirmed adequate reliability, convergent validity, and discriminant validity, with all constructs meeting the recommended thresholds. The structural model demonstrated strong explanatory power, with an R-square value of 0.813 for employee well-being and a Q-square value of 0.536, indicating strong predictive relevance. The results show that psychological safety has a positive and significant effect on employee well-being. Perceived organizational support also positively and significantly enhances employee well-being and represents the strongest direct predictor in the model. Furthermore, employee engagement significantly strengthens the relationships between psychological safety and employee well-being, as well as between perceived organizational support and employee well-being. These findings indicate that supportive and psychologically safe workplaces are more effective in improving well-being when employees are highly engaged. The study contributes to employee well-being literature by providing empirical evidence from an underexplored manufacturing context in Indonesia and offers practical implications for human resource managers.

Keywords: Psychological Safety, Perceived Organizational Support, Employee Engagement, Employee Well-being, Manufacturing Employees.

1. Introduction

Employee well-being has become a central issue in contemporary human resource management because it influences not only employees' quality of life but also organizational effectiveness and sustainability. Employees who experience higher levels of well-being tend to demonstrate stronger job performance, greater organizational commitment, lower turnover intentions, and enhanced work engagement [1]. Consequently, organizations are increasingly expected to create work environments that support employees' physical, psychological, and emotional well-being while simultaneously pursuing organizational goals [2].

The growing importance of employee well-being is particularly evident in labor-intensive industries, where employees are frequently exposed to demanding work conditions and operational pressures. Manufacturing organizations operate in highly competitive environments characterized by productivity targets, quality requirements, technological adaptation, and cost-efficiency demands [3]. While these conditions are necessary for organizational competitiveness, they may also increase work-related stress and negatively affect employees' well-being if organizations fail to provide adequate workplace resources and support [4].

In Indonesia, the manufacturing sector remains one of the largest contributors to economic growth and employment creation. Tangerang Regency, located within one of the country's most important industrial corridors, hosts numerous manufacturing companies across diverse industries, including automotive, electronics, textiles, food processing, and consumer goods. The rapid expansion of industrial activities in this region has intensified organizational expectations regarding employee productivity and operational performance. As a result, concerns

regarding employee well-being have become increasingly relevant, particularly as organizations seek to maintain a healthy and productive workforce amid growing workplace demands [5].

Within organizational settings, psychological safety has emerged as an important workplace condition that may influence employee well-being. Psychological safety refers to employees' perceptions that they can express opinions, raise concerns, provide suggestions, and discuss work-related problems without fear of embarrassment, rejection, or negative consequences [6]. Employees who perceive a psychologically safe environment are generally more willing to communicate openly, collaborate with colleagues, and participate in organizational processes. Such experiences may reduce psychological strain and contribute positively to employees' well-being [7].

Another important organizational factor is perceived organizational support, which reflects employees' beliefs that their organization values their contributions and genuinely cares about their welfare [8]. Employees who perceive strong organizational support are more likely to feel appreciated, respected, and protected by the organization. Organizational support can be demonstrated through recognition, supportive supervision, fair treatment, career development opportunities, and employee-oriented policies [9]. These organizational practices may foster positive work experiences that contribute to employee well-being.

Previous studies have consistently suggested that psychological safety contributes to positive employee outcomes, including job satisfaction, organizational commitment, learning behavior, and well-being. Employees who feel psychologically safe are more likely to experience lower levels of workplace anxiety and higher levels of psychological comfort [10]. However, empirical findings regarding the relationship between psychological safety and employee well-being remain inconsistent. While several studies have reported a significant positive relationship, others have found that the magnitude of the relationship varies across organizational contexts and occupational environments [11].

Similarly, perceived organizational support has been widely recognized as a predictor of employee well-being. Employees who perceive organizational support tend to experience greater satisfaction, reduced emotional exhaustion, and stronger psychological health. Nevertheless, previous research has also produced mixed findings regarding the strength of this relationship [12]. Some studies reported substantial positive effects, whereas others suggested that the relationship may depend on individual and contextual factors. These inconsistencies indicate that additional mechanisms or boundary conditions may influence how organizational support affects employee well-being [13].

Although employee well-being has received considerable scholarly attention, most existing studies have been conducted in service-oriented sectors such as healthcare, education, hospitality, and public administration. Comparatively fewer studies have examined employee well-being within manufacturing environments [14]. This represents an important contextual gap because manufacturing employees encounter unique workplace characteristics, including shift work systems, repetitive tasks, production pressures, and standardized operational procedures. Therefore, empirical evidence derived from service industries may not fully explain employee well-being dynamics among manufacturing employees [15].

One potential explanation for these inconsistent findings is employee engagement. Employee engagement refers to a positive and fulfilling work-related state characterized by vigor, dedication, and absorption. Engaged employees typically demonstrate enthusiasm toward their work, invest substantial effort in completing job responsibilities, and remain psychologically connected to organizational objectives. As a result, employee engagement may influence how employees respond to workplace conditions and organizational resources [16].

Despite extensive research on employee engagement, prior studies have predominantly positioned engagement as a mediating mechanism linking organizational factors to employee outcomes. Relatively limited attention has been devoted to its role as a moderating variable [17]. From a behavioral perspective, employees with high levels of engagement may be more capable of utilizing positive workplace resources than employees with lower engagement levels. Consequently, the benefits derived from psychological safety and perceived organizational support may not be equally experienced by all employees [18].

Specifically, engaged employees are more likely to actively participate in communication processes, collaborate with colleagues, and utilize opportunities provided by a psychologically safe environment. Therefore, the positive effect of psychological safety on employee well-being may become stronger when employee engagement is high [19]. Likewise, engaged employees may be more responsive to organizational support because they tend to develop stronger emotional connections with their work and organization. Consequently, organizational support may generate greater well-being benefits among highly engaged employees than among employees with lower levels of engagement. These arguments suggest that employee engagement may function as an important boundary condition in explaining employee well-being.

Based on the aforementioned discussion, this study examines the effects of psychological safety and perceived organizational support on employee well-being among manufacturing employees in Tangerang Regency, Indonesia, while investigating the moderating role of employee engagement. This study contributes to the literature in three ways. First, it extends employee well-being research within the underexplored context of manufacturing organizations. Second, it provides a more comprehensive understanding of the influence of psychological safety and perceived organizational support on employee well-being. Third, it advances existing knowledge by examining employee engagement as a moderating variable that strengthens the relationships between workplace resources and employee well-being. The findings are expected to provide valuable insights for organizations seeking to enhance employee well-being and develop more sustainable human resource management practices.

2. Research Methods

This study employed a quantitative research approach with a cross-sectional survey design to examine the effects of Psychological Safety and Perceived Organizational Support on Employee Well-being and the moderating role of Employee Engagement among manufacturing employees in Tangerang Regency, Indonesia. The study involved 150 respondents selected through purposive sampling, with the criteria that respondents were full-time employees and had worked in their respective organizations for at least one year. Data were collected using a structured questionnaire measured on a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5). Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4. The analysis was carried out in two stages: evaluation of the measurement model and evaluation of the structural model [20]. The measurement model was assessed through indicator reliability, internal consistency reliability, convergent validity, and discriminant validity. Subsequently, the structural model was evaluated using the coefficient of determination (R^2), effect size (f^2), predictive relevance (Q^2), model fit assessment, and bootstrapping with 5,000 subsamples to test the proposed hypotheses. The moderating effect of Employee Engagement was examined using the product indicator approach. Participation in this study was voluntary, and the confidentiality of respondents' information was fully maintained throughout the research process.

3. Results and Discussions

This section presents the findings of the study and discusses their implications in relation to the proposed hypotheses. The analysis began with an assessment of the measurement model to ensure the validity and reliability of the research constructs, followed by the evaluation of the structural model and hypothesis testing. The respondents involved in this study represented manufacturing employees from various functional areas in Tangerang Regency, providing diverse perspectives on workplace conditions and organizational practices. Overall, the results indicate that psychological safety, perceived organizational support, and employee engagement play important roles in shaping employee well-being. The following sections present the empirical findings in greater detail and discuss their theoretical and practical implications within the context of the manufacturing industry.

Table 1. Respondent Characteristics

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	98	65.3
	Female	52	34.7
Age	20–30 years	57	38.0
	31–40 years	63	42.0
	41–50 years	24	16.0
	> 50 years	6	4.0
	Senior High School	64	42.7
Education Level	Diploma	31	20.7
	Bachelor's Degree	50	33.3
	Postgraduate Degree	5	3.3
Tenure	1–3 years	41	27.3
	4–6 years	48	32.0
	7–10 years	37	24.7
	> 10 years	24	16.0
Department	Production	59	39.3
	Quality Control	28	18.7
	Maintenance	21	14.0
	Warehouse	17	11.3

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Characteristics	Category	Frequency	Percentage (%)
	Administration	25	16.7
Total		150	100.0

Source: SmartPLS 4 Output (2026)

As presented in Table 1, the respondent profile reflects the characteristics of employees commonly found in the manufacturing sector. Male employees accounted for a larger proportion of the sample than female employees, while the majority of respondents were between 31 and 40 years old, indicating a workforce that is predominantly in its prime working age. In terms of educational attainment, senior high school graduates represented the largest group, followed by employees holding bachelor's degrees, illustrating the diverse educational composition of manufacturing organizations. Regarding tenure, most respondents had worked between four and six years, suggesting that they had accumulated sufficient experience to understand organizational policies, workplace interactions, and daily operational practices. Across functional areas, employees from the production department constituted the largest proportion of respondents, followed by quality control, administration, maintenance, and warehouse functions, reflecting the operational structure and workforce distribution typically observed within manufacturing companies.

Table 2. Measurement Model Assessment

Variable	Item	Outer Loading	CA	CR	AVE
			0.954	0.963	0.813
Psychological Safety (PS)	PS1	0.924	0.929	0.945	0.741
	PS2	0.890			
	PS3	0.910			
	PS4	0.906			
	PS5	0.890			
	PS6	0.889			
Perceived Organizational Support (POS)	POS1	0.736	0.942	0.951	0.685
	POS2	0.901			
	POS3	0.893			
	POS4	0.871			
	POS5	0.898			
	POS6	0.854			
Employee Engagement (EE)	EE1	0.867	0.919	0.934	0.639
	EE2	0.819			
	EE3	0.796			
	EE4	0.811			
	EE5	0.879			
	EE6	0.798			
	EE7	0.808			
	EE8	0.868			
	EE9	0.798			
Employee Well-being (EWB)	EWB1	0.755	0.919	0.934	0.639
	EWB2	0.776			
	EWB3	0.790			
	EWB4	0.834			
	EWB5	0.798			
	EWB6	0.854			
	EWB7	0.787			
	EWB8	0.795			

Source: SmartPLS 4 Output (2026)

Table 2 demonstrates that all measurement items exhibit satisfactory factor loadings, ranging from 0.736 to 0.924, indicating that each indicator adequately represents its intended construct. The strongest loading was observed for Psychological Safety, suggesting that employees consistently perceived this construct through its associated indicators. Reliability assessment further revealed robust internal consistency across all constructs, with Cronbach's Alpha values ranging from 0.919 to 0.954 and Composite Reliability values between 0.934 and 0.963, exceeding the recommended thresholds. In addition, the Average Variance Extracted (AVE) values varied from 0.639 to 0.813, confirming that each construct explained more than half of the variance of its indicators. These results suggest that the measurement model possesses strong psychometric properties, providing a reliable foundation for evaluating the structural relationships among psychological safety, perceived organizational support, employee engagement, and employee well-being.

Table 3. Discriminant Validity (HTMT)

Variable	EE	EWB	POS	PS
EE				
EWB	0,706			
POS	0,769	0,703		
PS	0,768	0,782	0,653	

Source: SmartPLS 4 Output (2026)

Table 3 presents the results of the discriminant validity assessment using the Heterotrait-Monotrait Ratio (HTMT). All HTMT values range from 0.653 to 0.782, remaining below the recommended threshold of 0.85. The highest HTMT value was observed between Psychological Safety and Employee Well-being (0.782), while the lowest was found between Psychological Safety and Perceived Organizational Support (0.653). These results indicate that each construct is empirically distinct from the others, suggesting that the indicators adequately measure their respective constructs without substantial overlap.

Table 4. R-Square

	R-square	R-square adjusted
EWB	0,813	0,806

Source: SmartPLS 4 Output (2026)

As shown in Table 4, the R^2 value for Employee Well-being is 0.813, while the adjusted R^2 value is 0.806. The closeness of these values indicates that the model remains stable after adjustment and is not substantially affected by the number of predictors included in the analysis. In addition, the high R^2 value suggests that the model demonstrates strong explanatory power in predicting Employee Well-being.

Table 5. F-Square

	f-square
EE -> EWB	0,037
POS -> EWB	0,130
PS -> EWB	0,302
EE x POS -> EWB	0,114
EE x PS -> EWB	0,059

Source: SmartPLS 4 Output (2026)

As presented in Table 5, Psychological Safety exhibited the largest effect size on Employee Well-being ($f^2 = 0.302$), indicating a moderate contribution to the explanatory power of the model. In contrast, Perceived Organizational Support showed a smaller effect ($f^2 = 0.130$), although it remained relevant in explaining variations in Employee Well-being. The direct effect of Employee Engagement demonstrated a relatively modest contribution ($f^2 = 0.037$). Regarding the moderating relationships, both interaction effects produced small effect sizes, with Employee Engagement $\times$ Perceived Organizational Support ($f^2 = 0.114$) showing a stronger contribution than Employee Engagement $\times$ Psychological Safety ($f^2 = 0.059$). These findings suggest that Psychological Safety represents the most influential predictor in the model, while the moderating effects of Employee Engagement contribute additional, albeit more limited, explanatory value.

Table 6. Q-Square

Endogenous Variable	Q^2	Interpretation
Employee Well-being (EWB)	0.536	Strong Predictive Relevance

Source: SmartPLS 4 Output (2026)

As shown in Table 6, the Q^2 value for Employee Well-being is 0.536, which exceeds the recommended threshold of zero. This result indicates that the model possesses strong predictive relevance, suggesting that the exogenous constructs included in the model are capable of accurately predicting variations in Employee Well-being. The obtained value also reflects a substantial level of predictive accuracy, supporting the model's ability to explain the observed outcomes within the research context.

Table 7. Model Fit Assessment

Model Fit Index	Saturated Model	Estimated Model	Recommended Value	Interpretation
SRMR	0.081	0.082	< 0.10	Good Fit
d_ULS	2.878	2.948	Lower is Better	Acceptable
d_G	1.498	1.490	Lower is Better	Acceptable
Chi-square	1126.405	1131.330	Lower is Better	Acceptable
NFI	0.771	0.770	> 0.70	Acceptable Fit

Source: SmartPLS 4 Output (2026)

Table 7 presents the model fit assessment results. The estimated model achieved an SRMR value of 0.082, which is below the recommended threshold of 0.10, indicating an acceptable level of model fit. Similarly, the NFI value reached 0.770, exceeding the minimum recommended value of 0.70 and suggesting that the proposed model adequately represents the observed data. In addition, the discrepancy measures, including d_ULS (2.948) and d_G (1.490), were within acceptable ranges, while the Chi-square value indicated no substantial discrepancy between the proposed model and the empirical data. Overall, these findings suggest that the structural model demonstrates a satisfactory goodness-of-fit and is appropriate for subsequent hypothesis testing.

Table 8. Hypothesis Testing Results

Hypothesis	Relationship	(β)	T-Value	P-Value	Interpretation
H1	Psychological Safety → Employee Well-being	0.373	5.782	0.000	Supported
H2	Perceived Organizational Support → Employee Well-being	0.394	3.992	0.000	Supported
H3	Employee Engagement × Psychological Safety → Employee Well-being	0.172	2.930	0.002	Supported
H4	Employee Engagement × Perceived Organizational Support → Employee Well-being	0.194	4.480	0.000	Supported

Source: SmartPLS 4 Output (2026)

Table 8 presents the results of hypothesis testing for the proposed structural model. The findings indicate that Psychological Safety has a positive and significant effect on Employee Well-being ($\beta = 0.373$, $t = 5.782$, $p < 0.001$), supporting H1. Similarly, Perceived Organizational Support demonstrates a positive and significant influence on Employee Well-being ($\beta = 0.394$, $t = 3.992$, $p < 0.001$), providing support for H2. The moderating effect of Employee Engagement on the relationship between Psychological Safety and Employee Well-being is also found to be positive and significant ($\beta = 0.172$, $t = 2.930$, $p = 0.002$), indicating support for H3. Likewise, Employee Engagement significantly strengthens the relationship between Perceived Organizational Support and Employee Well-being ($\beta = 0.194$, $t = 4.480$, $p < 0.001$), supporting H4. Among the direct effects, Perceived Organizational Support exhibits a slightly stronger influence on Employee Well-being than Psychological Safety, while the moderating effect of Employee Engagement is more pronounced in the relationship between Perceived Organizational Support and Employee Well-being.

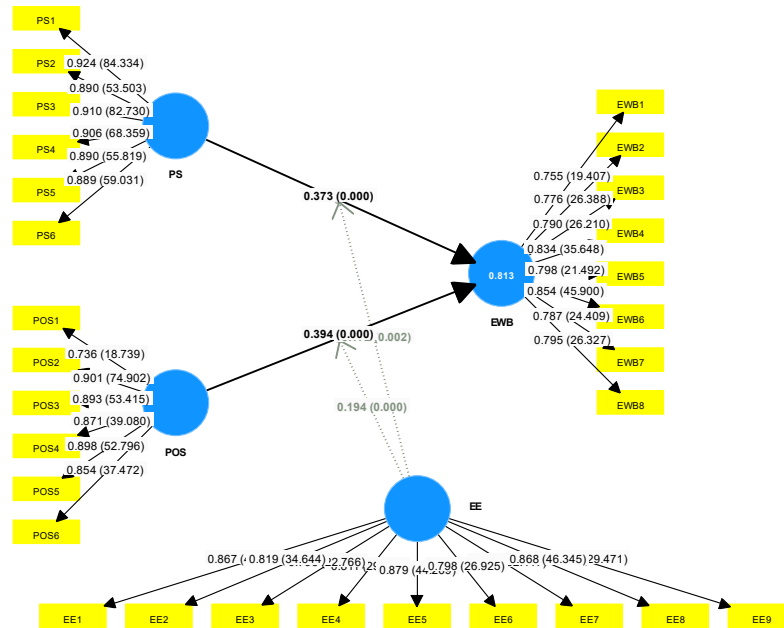


Figure 1. Model Result

The findings reveal that psychological safety plays an important role in enhancing employee well-being among manufacturing employees in Tangerang Regency. Employees who perceive their work environment as safe for expressing opinions, sharing concerns, and discussing work-related issues tend to experience more positive workplace experiences. In manufacturing settings, where work processes often require coordination, problem-solving, and adherence to operational standards, the ability to communicate without fear of criticism or negative consequences can reduce psychological strain and foster a greater sense of comfort at work [21]. This finding suggests that employee well-being is influenced not only by tangible working conditions but also by the quality of interpersonal interactions and the extent to which employees feel psychologically secure within their work environment [22].

The results also demonstrate that perceived organizational support contributes positively to employee well-being. When employees believe that the organization values their contributions and genuinely cares about their welfare, they are more likely to develop positive perceptions of their work and workplace. In manufacturing organizations, support can take various forms, including fair treatment, recognition, supervisor assistance, and opportunities for development. Such support helps employees feel appreciated and respected, which may strengthen their emotional attachment to the organization and enhance their overall well-being [23]. Interestingly, the influence of perceived organizational support was slightly stronger than that of psychological safety, indicating that organizational care and support remain highly valued by employees when evaluating their work experiences [24].

Another noteworthy finding concerns the moderating role of employee engagement in the relationship between psychological safety and employee well-being. Employees who demonstrate higher levels of enthusiasm, dedication, and involvement in their work appear to derive greater benefits from psychologically safe work environments. In other words, psychological safety becomes more meaningful when employees are actively engaged in their work. Engaged employees are generally more willing to participate in discussions, contribute ideas, and build constructive relationships with colleagues, allowing them to maximize the positive outcomes associated with a psychologically safe workplace [25]. This finding highlights that the effectiveness of psychological safety may depend not only on organizational conditions but also on employees' psychological connection to their work [26].

Similarly, employee engagement was found to strengthen the relationship between perceived organizational support and employee well-being. Employees who are highly engaged tend to respond more positively to organizational support because they are more attentive to organizational initiatives and more likely to interpret support as a sign of appreciation and trust. Within manufacturing environments, where operational demands can be substantial, engaged employees may be better positioned to transform organizational support into positive work experiences and personal well-being [27]. This finding suggests that organizational support alone may not be sufficient to maximize employee well-being unless employees are also emotionally and cognitively invested in their work [27].

Taken together, the findings underscore the importance of creating supportive work environments that address both organizational and individual factors. While psychological safety and organizational support directly contribute to employee well-being, their benefits become more pronounced when employees are actively engaged in their work [28]. For manufacturing organizations, this implies that initiatives aimed at improving employee well-being should not focus solely on organizational policies and workplace climate but should also encourage higher levels of employee engagement through meaningful work experiences, participation opportunities, recognition, and supportive leadership practices.

4. Conclusion

This study examined the effects of psychological safety and perceived organizational support on employee well-being, as well as the moderating role of employee engagement among manufacturing employees in Tangerang Regency. The findings demonstrate that both psychological safety and perceived organizational support positively contribute to employee well-being, indicating that employees are more likely to experience positive workplace outcomes when they feel safe to express themselves and perceive that their organization values and supports them. Furthermore, employee engagement was found to strengthen the relationships between psychological safety, perceived organizational support, and employee well-being, suggesting that engaged employees are better able to translate favorable workplace conditions into enhanced well-being. These findings highlight the importance of fostering a supportive work environment while simultaneously encouraging higher levels of employee engagement. From a practical perspective, manufacturing organizations should prioritize initiatives that promote open communication, mutual trust, organizational support, and employee involvement in order to enhance workforce well-being and sustain organizational performance. Future studies are encouraged to incorporate additional variables and broader industrial contexts to provide a more comprehensive understanding of the factors influencing employee well-being.

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