

# High-Commitment Work Systems' Impact on Employee Well-Being: Analysing Organizational Support's Mediating Roles and Work-Life Balance in Klang Valley-based Companies

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## ABSTRACT

This research explores the relationship between a high-commitment work system (HCWS) and employee well-being with the mediating roles of organisational support and work-life balance in companies in the Klang Valley, Malaysia. This study aims to examine the impact of a high-commitment work system on the well-being of the employees. Additionally, the researchers are investigating two potential elements that may mediate the situation: organisational support and work-life balance. This study aims to clarify the indirect mechanisms through which HCWS impacts employee well-being, particularly regarding organisational support and work-life balance. A survey was conducted in the Klang Valley area, Kuala Lumpur, Selangor, and Putrajaya, and responses were collected from 100 participants. The data was then analysed using SPSS 27.0 software to determine the direct and indirect correlation between the variables. The findings indicate that there was evidence that HCWS impacts employee well-being, organisational support and work-life balance. This study emphasises the significance of HCWS as a valuable approach to enhancing employee performance across various industries. The implications of the results are analysed, and the potential areas for future research are suggested.

**Keywords:** High-Commitment Work System, Work-Life Balance, Organisational Support

## 1.0 INTRODUCTION

### 1.1 Background of The Research

Employee productivity is vital in today's heightened competition, especially for organisational success. Therefore, organisations must set appropriate management systems and practices that challenge employees to work hard and exceed the expected levels.

Every organisation practices HCWS and HR strategies to motivate employees and keep them productive and loyal. HCWS is an acronym that stands for High Commitment Work System. It is a concept in human resource management that focuses on utilising inspiring employment arrangements that ensure that employees are committed to the corporate entity's success and are rewarded. According to Ferdous et al. (2021), there exists a concept referred to as a high-commitment work system (HCWS), and the author shows that using this concept in an organisation can help create a high level of dedication by the workers.

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Following the above discussion, Beltran-Martin and colleagues (2022) pointed out that HR practices have the potential to shift or alter the effect they have on well-being.

On the other hand, employees can generate numerous responses to the approaches employed by the HRM (Schmidt et al., 2018). HCWS has been repeatedly defined and discussed based on its potential to enhance the efficiency of human performance and levels of well-being, as well as its capability of supporting and encouraging work-life balance (WLB), as identified in numerous studies (Kim et al., 2023). Fuller and Hirsh (2019) have noted that utilising effective and correct Human Resource practices and introducing variable working hours may enhance employee satisfaction because they can prioritise their families and avoid working during their free time. If there is any other way of encouraging good behaviour among the employees, it must be by providing organisational support. In addition, the view of general improved welfare for the employees is comprehensively associated with its employees' degree of managerial support. Hence, they can balance work and family needs in ways that can help them better cope with work-related stress and pressures (O'Neill & Follmer, 2020).

Organisations have been prioritising happiness as a means to enhance employee well-being. This is because dedicated employees experience greater levels of enjoyment and job satisfaction. Employees demonstrate a solid dedication to a work environment that aligns with their personal goals, leading to enhanced job performance (Shin and Hur, 2021; Uribe et al., 2021). Nevertheless, the significance of contentment in the workplace can have far-reaching consequences for job performance and employee retention. Consequently, businesses must maintain contented personnel to accomplish organisational goals and enhance performance (Felicio et al., 2021). Studies suggest that individuals with elevated levels of well-being demonstrate increased work effort and more robust dedication to their jobs and the company they work for. As a result, this impacts an employee's social responsibility, intention to leave the company, and loyalty to the organisation.

Ahmed et al. (2021) demonstrated that an organisation's leadership must possess the competence and drive to assist employees, guaranteeing their welfare and job satisfaction. High-commitment work systems (HCWS) refer to the HR practices that an organisation prioritises to motivate employees to perform their duties effectively and efficiently. Hauff et al. (2022) apply the HCWS concept to investigate the correlation between employee well-being and an organisation's performance. High-commitment management emphasises individual accountability and authority throughout the organisational hierarchy. Therefore, utilising HCWSs involves implementing human resources strategies to enhance employee dedication and productivity. Individuals with higher levels of well-being are more productive than their counterparts with lower levels of well-being. Work and family responsibilities have emerged as significant concerns due to the transformations in contemporary society. Hence, firms must comprehend job and family obligations to assist employees in enhancing their overall well-being.

This study examines how organisational support and work-life balance (WLB) mediate the relationship between HCWSs and well-being in companies in Klang Valley. Al Hosani et al. (2021) found that public sector employees demonstrate increased dedication on weekends, but their subjective well-being decreases during the week. People frequently regard an HCWS as an intermediary between the organisation and its employees, facilitating employee well-being and contentment. Employees' assistance from their employer enhances their sense of affiliation (Rasool et al., 2021). This implies that the welfare of employees serves as the bedrock for their level of satisfaction and aids managers in contemplating the most effective methods of employee management. HCWSs offer a unique opportunity due to their proven ability to positively

impact employee motivation and engagement, fostering innovation and active workplace participation through organisational support (Khan et al., 2021).

Gordon and Parikh (2021) found that providing organisational and management assistance to employees increases well-being, job satisfaction, and reduced turnover. Thebaud and Pedulla (2022) stated that HCWSs have the potential to generate mutual advantages. However, it is necessary to examine the effect of HCWSs on well-being to determine if the inherent character of HCWSs and the associated elements influence this cause-and-effect relationship (Wahab et al., 2020). It is vital to understand the benefits to well-being that come from HCWS to conclude the relationship between organisational commitment and employee well-being, as well as the role that organisational support and employee work-life balance play as mediators.

The subsequent literature review section elaborates on empirical research on the correlation between the high-commitment work system (HCWS) and well-being. Subsequently, an examination is conducted on the components of organisational support and employee work-life balance (WLB) and their role in facilitating the connection between HCWS well-being. The study's hypotheses are formulated based on the interrelationships among the variables. This review is followed by the research methodology, data analysis, and study outcomes are presented. A discussion of the findings is given, followed by concluding remarks on recommendations and limits of the current research.

## 1.2 Problem Discussion

This study aims to analyse the effect of HCWS on employees' well-being. It specifically focuses on the intermediary roles of organizational support and work-life balance in companies located in the Klang Valley. The Klang Valley encompasses the capital cities of Kuala Lumpur, Selangor and Putrajaya and is a significant economic and urban centre in Malaysia. According to previous data published by Statista Research Department (2023), In 2022, the state of Selangor in Malaysia had the highest labour force, with around 3.73 million people. Within the same year, Wilaya Persekutuan Kuala Lumpur had around 885 thousand people in the labour force.

Furthermore, according to recent data, the Klang Valley is home to a substantial proportion of the nation's workforce. The labour force in Malaysia was approximately 16.5 million in early 2023, as reported by the Ministry of Economy, Department of Statistics Malaysia (Ministry of Economy, 2023). Therefore, the Klang Valley is one of the most densely populated and economically active regions, accounting for a significant portion of this employment. As a result, companies in the Klang Valley area may implement a high-commitment work system structure, which can potentially improve employees' work performance and overall well-being.

The high-commitment work systems are HRM measures to improve performance by fostering employee commitment. Several researchers, including Wood (1996), Xiao and Tsui (2007), Kwon et al. (2010), Kim and Wright (2011), and Ceylan (2013), have discussed this concept. The measures encompass internal advancement chances, prioritising individual potential selection, team performance-based compensation, participatory decision-making, and comprehensive training (Collins & Smith, 2006). However, the high requirements linked to HCWS can also result in *heightened stress and eventual exhaustion, which can be called work intensification*. Work intensification is an emergent feature of high-commitment work systems, and organisational members report increased job demands and work speed. This leads to the following conclusions: This rise may lead to high-stress levels and burnout among the employees to achieve the high standards HCWS sets. The constant pressure could cause workers to develop health

problems in both physical and psychological forms, thus negatively impacting job satisfaction and total well-being. Kroon and van de Voorde (2009) and Van Veldheven (2012) postulated that this generated a lot of anxiety among the workers at HCWS, which can lead to long-term stress and burnout. This may lead to a decline in the general trends of performance and happiness at the workplace. Furthermore, with high levels of job demands persisting over long durations, an employee is prone to developing long-term health complications, including cardiac issues and other mental disorders like anxiety and depression.

It is crucial to understand further how the adoption of HCWS affects employee well-being because there is limited empirical research addressing the relationship between the two concepts. This study attempts to bridge this gap by answering how higher HCWS performance impacts the employees regarding the benefits realised and negative consequences that may be experienced. However, in the case of HCWS, the employees are expected to invest a significant amount of attention and interest in the material, making them engage more than they would when the content is trivial and may be related to their daily lives. Because of this level of commitment, employees may have work ahead of family and personal losses, which may sometimes create conflict between work and home. In essence, this conflict can decrease how much time a person spends on open personal hours with self-leisure and family commitments that can harm a person. Another study conducted on the subject was Guest in the year 2017. It is argued that while high-involvement work practices benefit organisational performance, they could come with a work-life imbalance in the employees due to work-life conflicts, stress, and job dissatisfaction. As illustrated below, HCWS established to improve employee morale and productivity may be distorted in favour of one subclause. The minimisation of these negative effects depends on organisational support, which includes support offered by managers, resource commitments, and the arrangement of a positive work environment at the place of work (Rhoades & Eisenberger, 2002). Besides, work-life balance integration is crucial since it enables people to have instituted clear boundaries between their career and personal lives to reduce burnout and improve overall satisfaction (Greenhaus & Allen, 2011).

Studies of high-commitment work systems (HCWS), which focus on these factors' effect on employees' health, have yielded inconclusive results. As a result of the investigation, it has been identified that HCWS benefits employees' well-being since it provides a sense of power, stability, and development in working (Wood & de Menezes, 2011). However, further information reveals other demerits, including *higher organisational demands* (Peccei, 2004). Observing standardised procedures and demanding high-performance outcomes inherent in HCWS can limit employee rights and freedom necessary for organisational functioning by constraining their freedom to complete tasks and reducing *job autonomy*. In this case, the observation could lead to negative consequences and outcomes such as decreased job satisfaction, helplessness, and frustration. For instance, Miao et al. (2019) further identified the strengths of HCWS to enhance organisational performance without considering restrictions imposed on self-autonomy that may harm employee satisfaction and well-being, consequently impacting general engagement and productivity efficiency. Thus, it becomes critical for organisations implementing HCWS to set realistic goals while not depriving their employees of sufficient degrees of freedom necessary to prevent them from getting burned out or ill (Chen et al., 2023).

### 1.3 Research Objectives

The high-commitment work system (HCWS) is the other independent variable of focus in this study, and the main goal of the research is to establish its impact on employee well-being. HCWS is an excellent organisational practice whereby employee involvement, growth and remuneration are crucial. As part of

answering this research question, the present review seeks to assess the extent to which this approach can lead to enhanced well-being of employees. Additionally, the researchers are examining two potential elements that may mediate the situation: The two most significant predictors of organisational commitment were identified: organisational support followed by work-life balance. Work support refers to the degree to which the organisation fulfils worker objectives and illustrates concern for personal needs. Work-life balance refers to an employee's ability to effectively handle their work responsibilities and obligations while maintaining a fulfilling personal life. This study aims to clarify the indirect mechanisms through which HCWS impacts employee well-being, particularly regarding organisational support and work-life balance. This research has the potential to offer valuable insights for businesses in the Klang Valley, enabling them to create a work environment that promotes high performance and improves their employees' well-being.

#### 1.4 Research Question

The study aims to answer the research question of;

- **Do high-commitment work systems (HCWS) affect employee well-being with the mediating roles of organisational support and work-life balance?**

This research provides a broad understanding of the impact of HCWS on employee well-being. This research outcome will contribute to vital knowledge and information for organisations to practised to add new knowledge to the field, providing actionable insights that help organisations navigate the complexities of HCWS with the organization's support and potentially improve employee well-being and enhance work-life balance within the organisation.

## 2.0 LITERATURE REVIEW

### 2.1 High-Commitment Work Systems

The resource-based view forms the foundation of the HRM system, with HCWS encompassing a set of interconnected HRM practices that aim to achieve organisational objectives by fostering employees' commitment and identity to achieve sustainable competitive advantage (Becker & Huselid, 2006). Arthur (1994) categorised HRM systems into two distinct types: control and commitment. The former's primary objective is to decrease direct labour expenses or enhance efficiency by ensuring staff adhere to specific regulations and protocols. The latter aims to influence desired employee attitudes and behaviours by establishing psychological connections between the organisations and employees' goals. The commitment HRM system, or HCWS, prioritises cultivating dedicated employees who can exercise their judgment in performing job responsibilities in alignment with company objectives (Arthur, 1994). HCWS prioritises employee development and needs, emphasising the building and maintaining long-term employment relationships and therefore expects this approach to impact work well-being significantly.

An HR system is a structured collection of HR activities strategically designed to work together to achieve a specific objective. Prieto de Perez-Santana (2014) intended these practices to complement each other and produce beneficial outcomes. The anticipated impact stems from the formation of synergistic interactions. Furthermore, the cumulative effect of implementing these habits together would surpass the combined impact of each practice implemented individually.

The scholarly discourse surrounding high-commitment work systems (HCWS) predominantly centres on human resource practices hypothesised to contribute to heightened levels of employee commitment and effort. According to Appelbaum (2000) and Huselid (1995), most empirical studies have discovered a



positive correlation between HCWS and enhanced well-being. This likely accounts for the broad spectrum of endorsement researchers and practitioners have for this workplace personnel management method (Watson, 1999).

Moreover, a high-commitment work system (HCWS) is a practice in Human Resource management that aims to improve employees' productivity and skill level and ensure organizational congruence (Mastura et al., 2021). HCWS practices involve decentralised decision-making, interviews with job referrals, and job security. HCWS is founded on the belief that dedicated, skilled, and appreciated employees in their respective companies are likely to exhibit higher levels of commitment to the company and rate their performance highly (Pollock et al., 2020).

Additionally, having a strong HCWS is a management tool that aims to foster employee commitment, learning, and subsequent remuneration through awards. De Mesa et al. (2023) highlight the following four essential components of HCWS: (a) comprehensive training and development opportunities, (b) active involvement in work practices, (C) rewards based on performance, and (C) a supportive environment in the employee's workplace. HCWS ensures its employees have access to the necessary resources and training to do their job correctly. Therefore, these individuals have the autonomy and adaptability to solve problems and independently make decisions.

## 2.2 Conceptualizing Employee Well-Being

According to the Webster dictionary, well-being is a state of being healthy and satisfied physically and mentally. According to the World Health Organisation (1946), health is "a condition characterised by overall mental, physical, and social well-being, rather than simply the absence of illness or weakness". Numerous philosophers believe that happiness is the highest possible and most valuable reward for a human being. Particular academics define happiness as subjective well-being (Diener, 1984) or psychological well-being (Wright et al., 2008).

Guest (2017) defines employee well-being as the correlation between performance and human resource management. It entails caring for personnel and prioritizing their welfare in a professional setting. Leaders' conduct significantly impacts employee welfare and productivity (Inceogly et al., 2018). Nielsen et al. (2017) established a correlation between employee performance and the provision of generous welfare benefits. Likewise, employees whose welfare benefits are inadequate may exhibit subpar performance. As a result, businesses must comprehend how to ensure the satisfaction and efficiency of their employees. The importance of employee welfare has been recognised as a significant issue affecting organisations, workers, and the broader community (Deloitte, 2017; Reba, 2019). Organisations can gain a competitive edge by placing employee well-being as a top priority, as numerous performance indicators, including productivity, employee turnover, job satisfaction, stress levels, and work-life balance, are consistently associated with it (Keeman et al., 2017; Stavros & Wooten, 2012). Moreover, it is correlated with the general satisfaction of life and the welfare of employees (Bowling et al., 2010).

Although well-being is critical in all work environments, it is particularly significant in sectors where employees are directly involved in customer service interactions (Tuzovic & Kabadayi, 2020b). Even though employee welfare is acknowledged as a priority of TSP (Transformative Service Research), the analysis is limited by a few expectations (Anderson et al., 2013). At the organisational level, numerous studies have investigated the effect of company practices on employee well-being (Sharma et al., 2016). Similarly, at the level of customer-employee interaction, several studies have examined the impact of customers on employee well-being (Nasr et al., 2014). The issue of employee well-being assumes greater

significance. Amidst a pandemic, employees in service-oriented sectors, such as healthcare, pharmacies, grocery stores, and long-term care facilities, encounter heightened health hazards about stress, infection, and mental disorders (Sim, 2020).

### 2.3 Organizational Support

According to Suifan et al. (2018), the current study defines organisational support as employees' perceptions of how much the organisation values and respects their efforts and cares about their welfare. A family-friendly environment encourages employees to assume ownership and responsibility for their work. Subsequently, this fosters an environment conducive to family life within an organisation by invigorating collaboration among employees and the organisation and motivating employees to surpass expectations in their pursuit of organisational objectives. This ultimately results in enhanced project and organisational performance (Eisenberger et al., 2002). Organisational support, specifically when integrated with a family-friendly culture, has an effect on employees' perceptions and actions regarding the workplace, as well as fosters a more consistent atmosphere among staff members, which has a direct bearing on the progress and operation of the organisation (Hung & Chen, 2020).

Kraimer et al. (2011) argue that perceived organisational support (POS) is a viable foundation for employee endorsement in social support because it integrates their personal and social welfare. As a result, increased commitment and emotional attachment to the organisation are probable outcomes of perceived POS (Jin & McDonald, 2017). The literature has established a positive association between employees' perceptions of their employer's support and care for them, citizenship behaviours, work attendance, job performance, job satisfaction, and affective organisational commitment (Purwanto et al., 2021; Carmeli et al., 2017; Loan, 2020; Ali et al., 2021). In line with empirical evidence, Wu et al. (2018) established a negative correlation between organisational support and work stress. Similarly, Stamper and Johlke (2003) and Cheong and Kim (2018) found an inverse relationship between elevated levels of managerial support and role ambiguity or conflict, respectively.

### 2.4 High-Commitment Work Systems and Employee Well-Being

HR practices are crucial to establishing a supportive organisation. According to Cooper et al. (2019), structured HR systems can further reduce employee fatigue by fostering a positive work environment and improving employee well-being. HR practices shape the workplace's social relationships, significantly impacting employees' well-being (Zhang et al., 2022). Each organisation selects HR practices that contribute to HCWS to guarantee productivity and performance, as Kim and Ployhart (2018) explained. For instance, hiring individuals based on their abilities and knowledge is one such practice. Work systems that foster a positive atmosphere and provide reciprocal support contribute to the development of employee commitment and well-being (Wang et al., 2022).

The correlation between job satisfaction and employee positive health outcomes is strong (Ferdous et al., 2021). Experts emphasise the importance of well-being in improving employee health and enhancing organisational efficacy. An increase in well-being is associated with improved self-esteem and higher employee output. Moreover, the organisational environment significantly influences the promotion of employee well-being (Schwepker et al., 2021). Sound psychological health positively influences an employee's sense of organizational belonging.

As will be elaborated where the case study analysis is undertaken, in Klang Valley of Malaysia, the link between employee well-being and HCWS is especially strong. It points to the region's different workforces

and vibrant economies as the cause of the above result. The role of the HCWS is to improve organisational performance and is concerned with the employees' passion for their jobs. For instance, training, enabling, linking rewards to performance, and encouraging employees to make decisions as part of their duties. There is now broad agreement that this approach will unlock numerous advantages for employees, such as greater satisfaction at work, enhanced work-life balance, and lower stress levels, among many more, all of which should help make them feel happier. In general, these flexible working arrangements have led to an improvement in job satisfaction levels in the businesses in the Klang Valley that are in tandem with the HCWS, even where it is vital to take into account the economic aspects of this region as well as the culture aspects like collectivism and community. Some of these factors could hinder the incapacity to implement HCWS. The factors that are discussed below may limit the extent to which an organisation can implement HCWS. That HCWS has been put into practice in Klang Valley despite these challenges demonstrates how significantly the importance of improving employees' well-being as a factor towards economic prosperity has been brought into by various societies today. Managers are more willing to invest in measures and schemes to create happy employees.

### **H1. High-commitment work systems have a relationship with employee well-being.**

#### **2.5 The Mediating Roles of Organizational Support and Employee Work-Life Balance**

Cote et al. (2021) posited that a process of organisational support that minimises tension contributes to maintaining an excellent work-life balance. Creating upbeat messages for a healthy working environment is appropriate and fosters a positive attitude amongst employees. Using the methodology of the Social Exchange Theory or SET, this influence is related to high-commitment work systems. This implies that when empowerments are provided to employees, they feel more encouraged to provide more relevant responses. According to Cameron and Rahman (2022), self-scheduling and self-organising performance create a favourable environment for fulfilling work obligations. The second aspect of the mental HCWS resources is that organisational support, in that regard, provides an employee with adequate resources, enhancing the previous relationship between HCWS and well-being (Hobfoll et al., 2018). Hobfoll et al. (2018) state that organisational commitment is directly related to employees' well-being levels. Research further indicates that attention to organisational health and care can improve and that employing non-threatening approaches may be beneficial. However, the other influential motivating factors for the employees include training, performance management, compensation, and human resource management (Wahab et al., 2020).

Organisational support helps transform an HCWS into a more flexible working environment for the employees that will ensure that their well-being is enhanced and that they are more engaged in work (Sureka et al., 2020). In their paper, Raub et al. (2021) pointed out that stress from the challenging work environment can result in poor employee performance. However, intervening variables like organisational support may lessen these negative consequences. Additionally, Raub et al. (2021) highlight the beneficial effects of structural care on employee productivity, amplifying their well-being and overall workplace performance within the context of the interaction between an unhealthy work environment and organisational commitment. Furthermore, researchers have recognised that practical organisational support within an HCWS framework significantly enhances employees' perceptual and affective evaluations of their organisations. The influence of leadership style and managerial communication effectiveness is crucial to establishing a productive work environment. An organisation that cultivates a harmonious synergy between individuals and the system by establishing a sense of employee engagement



possesses a well-defined vision of professional conduct. By prioritising the development of enduring employee-organization relationships, HCWS endeavours to establish a psychological link between individual ambitions and the organisation's overarching goals. This, in turn, strengthens employee commitment and accountability (Robbins and Judge, 2021).

Furthermore, employee productivity and work performance significantly influence an organisation's efficiency and profitability. An increase in employee well-being may result from HCWSs since such systems improve work efficiency (e.g. by implementing well-training programmes and a hiring and appraisal system) and foster a sense of organisational commitment by involving and receiving support from managers in the workplace (e.g., by encouraging employees to participate in decision-making) (Bakker et al., 2020). Djastuti (2019) and Bakker et al. (2020) conducted research establishing an inseparable connection between employee well-being and work-life balance. Taking pleasure in their work and maintaining a healthy personal life enhances employee performance (Mehmood et al., 2023).

High levels of organisational care enable employees to achieve greater levels of engagement. This statement pertains to the JD-R (job demands-resources) model, which examines the connection between organisational support, work engagement, and work-life balance (WLB). When employees perceive their work environment as encouraging and engaging, it boosts their job satisfaction and general welfare. Scharp et al. (2022) assert that increased organisational support improves job performance. Bakker et al. (2020) argue that engaged employees are more inclined to exceed expectations, demonstrate enhanced task mastery, and contribute positively to the organisation. Therefore, this relationship informs the second hypothesis;

## **H2. Organisational support has a relationship with employee well-being.**

The relationship between work-life balance (WLB) and well-being is highly interconnected and shares numerous similarities that warrant further investigation (Althammer et al., 2021). Flexible work schedules facilitate the development of employee well-being, foster dedication, and allow for a harmonious balance between home and work responsibilities (Soga et al., 2022). Agarwal (2021) endorses this perspective, suggesting that reducing the tension between personal and professional lives stimulates employees' creative behaviour. It is crucial to demonstrate the impact of poor commitment on employee well-being, as this will provide insight into how additional resources might enhance employee well-being by amplifying the influence of personal resources, such as work-life balance. A well-designed HR management system can potentially improve employees' job well-being. Meijerink et al. (2021) suggest a correlation between well-being, work performance, and the quality of an employee's work life. According to their suggestion, there is a positive correlation between workplace well-being, employee commitment, and efficiency. The HCWS include enrolment, training and development, reward programmes, career programmes, participation and performance management strategies. Thus, it can be used to enhance the social well-being of employees so that organisations can create value for them as well (Schwepker et al., 2021).

Moreover, the HCWS company ensures that it offers employees good working conditions and has a clear strategic direction for achieving its vision. These influential executives encourage using HCWS, which results in high performance. HCWS helps the firm select the right employees for the job and guarantees that the employees possess the required knowledge for the firm (Akgunduz et al., 2023).

Furthermore, employees are inclined to exhibit positive reactions towards their organisation and feel appreciative when they receive financial and socioeconomic benefits, which contributes to the promotion of employee commitment. As a result, when employees perceive that their organisation genuinely cares

about them, they are more engaged and responsive (Rasool et al., 2021). As a result, organisational support can act as an intermediary between a stressful environment and employees' well-being, fostering an improved workplace environment. Scholars such as Cameron and Rahman (2022) suggest a connection between employee commitment to their organisation and overall well-being. An organisation of this nature has higher levels of job commitment, reduced absenteeism, and happier and healthier employees who are also more productive (Ferdous et al., 2021).

In the late 1970s, people first used the term "work-life balance" to describe the balance between an individual's personal life and professional commitments, especially for employees who had family responsibilities and wanted to fulfil them without sacrificing their job performance. Advancements in living conditions and the significance of job and family life influence the workplace (Haar & Brougham, 2022). Work-life balance (WLB) is a significant concern for organisations and their employees and, therefore, deserves careful consideration. Workplace problems often arise due to an imbalance between work and personal life (Karani & Mehta, 2021). Contemporary organisational methods focus on implementing work-life balance (WLB) approaches to assist employees in effectively managing their challenges in balancing work and personal life. This approach aims to minimise workplace disputes and enhance employee performance. Clausen et al. (2022) anticipate that establishing robust linkages between work-life balance (WLB) and workplace well-being will improve overall productivity and provide a healthier work environment inside firms.

Organisations should incorporate Work-Life Balance (WLB) initiatives to establish a set of HCWS' that promote a favourable and superior work atmosphere while also considering the need to allocate time for activities outside of work (Meng et al., 2019). In general, firms should cultivate workplace cultures that promote diverse beliefs among individuals, improve both work and personal lives and empower employees to have control over their work-life balance and demands. Based on this position, the following hypothesis arises;

### **H3. Work-life balance mediates the relationship between a high-commitment work system and employee well-being.**

Additionally, the term "work-life balance" (WLB) refers to the ability of an employee to manage their time effectively or to strike a balance between the demands of their professional life, the satisfaction of their personal needs, and their family life (Cote et al., 2021). WLB can give workers the ability to exercise control over the amount of time they spend working, allowing them to manage their family and other responsibilities better while also meeting their employment requirements. As a result, WLB positively impacts the well-being of its employees. In addition, WLB contributes to a reduction in the psychological tension of employees, which in turn increases their level of commitment (Eme and De Spiegeleare, 2021). WLB benefits from implementing a high-commitment work system in terms of employee well-being. A significant and positive correlation exists between human resource practices and the flexibility and dedication of employees. A WLB influences employee well-being and performance, as well as organisational commitment, in a positive and significant way. Therefore, workers who maintain a healthy work-life balance exhibit greater productivity and creativity (Yang & Islam, 2021).

WLB and work satisfaction are two factors that impact organisational commitment. A correct HCWS within the business contributes to the employees' well-being by ensuring they have sufficient information and experience greater delight in their various work environments. Implementing effective mechanisms for managing working hours and prioritising tasks based on importance can achieve work-life balance (WLB). Yang and Islam's (2021) study demonstrated a strong and positive correlation between work-life

balance (WLB) and organisational commitment. Individuals who successfully manage their home and work lives tend to derive greater enjoyment from their jobs and report more positive experiences, such as work engagement. Work engagement is a positive affective-cognitive state characterised by enthusiasm, dedication, and absorption that occurs at the workplace.

A major importance of HCWS is to enhance the workers' well-being because when they are happy and healthy, they are likely to be more productive and fully engaged in their work (Bakker et al., 2020). HCWS is also an effective strategy for presenting the satisfaction of the employees and the employees' work-life balance. As a result, loyalty and interest in work can be increased, and work performance can be enhanced through a well-coordinated series of work procedures, following the schedules set in a work plan (Bakker et al., 2020). To establish the relationship between HCWS and WLB, Tsaur et al. (2019) used the same framework similar to organisational support.

HCWS can offer acquainted concepts and regulations with a decent and variable working environment that can significantly impact workers' health (Yang, 2020). Therefore, HCWS, combined with the supportive organizational environment, may enhance the level of the employees' commitment and interest in their duties, reduce stress experience, and enhance their job satisfaction, improving their well-being (Liu et al., 2023).

**H4. Work-life balance mediates the relationship between organisational support and employee well-being.**

## 2.6 Theoretical Framework

### 2.6.1 Social Exchange Theory (SET)

Using tools such as autonomy, involvement, empowerment, and participation, HCWS contributes to job satisfaction, resulting in organisational effectiveness, as Park and Park (2020) stated. Therefore, identifying and analysing social factors is another crucial aspect of the performance theory of HCWS, and one of them is the SET inspired by De Menezes and Kelliher (2017). HCWS achievement and SET correlation are areas of interest that require particular focus (De Menezes et al., 2019). Social exchange is defined by De Menezes et al. (2019) as the mutual or reciprocal interchange of activities that might be material or immaterial and which may or may not be associated with high or low rewards or costs between two parties. SET also allows for the evaluation of the impact of the organisation's support and employees' work-life balance on the link between HCWS and employee health.

It was pointed out in SET that organisational provision of valued non-financial benefits for the employees can affect efficiency negatively when the valued benefits are not provided to them because it seriously affects their efforts due to pressures and reduced well-being (De Menezes et al., 2019). This is because pressure that arises as a result of involuntary efforts can cause depression and burnout as well as work-related strain. Employees who perceive unjust treatment under HCWS may view their obligation to reciprocate as an additional task, a time commitment, or a financial burden. According to SET, employees who do not receive valued rewards may, inadvertently, reduce their effort, disengage from their job responsibilities, engage in unethical behaviour or take precautions to avoid repercussions. This type of behaviour causes stress and a decrease in well-being due to the tiredness and pressure it causes (Chillakuri and Vanka, 2020). SET emphasizes that having faith in management's backing is crucial for success.

Improvements in employee well-being and creating a desirable work environment are two additional outcomes that result from applying HCWS to employee commitment, motivation, and involvement. Therefore, according to SET, employees are more motivated to perform when they feel supported and

invested in their work, resulting in a more harmonious balance between their professional and personal lives. This, in turn, improves the performance of the organisation. According to Khan et al. (2022), a lack of benefits from the organisation leads to tension among employees, subsequently diminishing their overall well-being. Individuals within the same workgroup may develop distinct perspectives regarding the functions that HR carries out (Wang et al., 2020). Applying SET to investigate the correlation between HCWS and employee well-being enhances organisational performance (Khan et al., 2021).

Closely reflecting on the topic of the article under analysis, which was written by John P. Meyer and Natalie J. Allen in 1997, this would pinpoint the author's intentions, focusing on analysing the connection between the application of Social Exchange Theory (SET) for understanding organisational commitment. The author focuses on attitudes and, more specifically, the mechanism that creates positive employee attitudes and organisational commitment. According to Kim et al. (2021), social behaviour is the consequence of an exchange process that minimises disadvantages and maximises advantages. One example of such theories is the Social Exchange Theory. According to SET, exchanging mutually perceived benefits creates a relationship between the individuals involved. Meyer and Allen suggest that employees evaluate the tangible and intangible advantages they receive from their organisation, including pay, workplace benefits, emotional support and opportunities for career advancement, in contrast to potential disadvantages, which may include dissatisfaction with their current position or more beneficial opportunities elsewhere (Allen & Mayer, 2000).

The results of this cost-benefit analysis affect their dedication to the company. An employee who receives numerous opportunities for professional development serves as an example of this. This individual may experience feelings of obligation and loyalty to the firm, which can increase their affective commitment. This is because they believe that the benefits of remaining with the company exceed the costs of leaving. Similarly, continuation commitment occurs when employees feel that the costs of leaving an organisation are too high compared to the benefits of remaining with the organisation. This may involve employees losing their seniority or giving up company-specific perks that are hard to replace.

Moreover, according to SET, normative commitment is characterised by a sense of obligation to continue working for an organisation due to societal norms or moral grounds. The firm's investment in the welfare of its employees or the community's reputation can cultivate this sense of obligation (Mayer & Allen, 1993), according to Sungu et al. (2019). Meyer and Allen propose a framework for understanding the complex character of organisational commitment through the use of SET. This framework is based on the idea that connections and reciprocal exchanges impact employee decisions and attachments to their workplaces.

As Mayer and Allen discovered in 1997, the manner in which a business treats its employees, regardless of whether they are employed permanently or temporarily, is a significant factor in determining their commitment level (Khan, 2020). According to the social exchange theory, each individual or person maintains a relationship with another based on the probability that, in return, they will get some advantage from the resources that they have contributed (Blau, 1964). The extent to which an organisation cares for its employees as a form of compensation for the contributions those people make toward the accomplishment of predetermined goals is what is meant by the term "organisational support". In addition to this, it encompasses the degree to which an employee is valued or accorded a certain amount of worth.

### 3.0 METHODOLOGY

#### 3.1 Research Design

##### Sampling

Researchers are currently conducting a project in Malaysia's Klang Valley to explore the relationship between company practices and employee well-being. The Google form has been sent to local working professionals in various fields. This comprehensive method aims to thoroughly understand the working environment in the Klang Valley. The study respondents are members of different educational backgrounds and age groups who work at the middle and lower levels, with work experience ranging from 1 to 10 years in multiple departments. A total of 100 people participated in the online survey. This research will focus on individuals who work in the Klang Valley. The reason for selecting these particular areas of the Klang Valley is that the Klang Valley is an ideal location for the study of high-commitment work systems due to its diverse range of industries, colossal workforce, and dynamic environment. This economic hub provides a diverse group of participants, a fast-paced workplace to evaluate the effectiveness of HCWS, and an opportunity to see how national policies interact with worker well-being. It is like a microcosm of the Malaysian working world, suitable for studies focused on HCWS and employee well-being. As a result, people in this field have personal standards that are appropriate for some jobs regarding job satisfaction and WLB. They have a lot of practical and heavy work, which makes them more stressed than others. This selection of various years of experience is based on the fact that the more years of experience employees have, the more control they have between work and life (Aruldoss et al., 2021).

The present study employs a quantitative methodology. This approach guarantees uniformity and facilitates the effective gathering of data from a substantial sample of employees. The inquiries use a scale of response options, generally from "strongly agree" to "strongly disagree," to allow investigators to assess the extent of employees' sentiments or emotions regarding different facets of their professional experiences. The study uses quantitative data to identify overarching trends and patterns in employee well-being, work-life balance, and their correlation with HCWS in Klang Valley organisations. This methodology allows the researcher to examine hypotheses and discern possible causal connections among these variables. Although the survey did not extensively explore individual experiences, the extensive data it produced provided valuable insight into the general state of well-being among workers in the Klang Valley.

#### 3.2 Instrumentation and Data Collection

This research study aims to establish the connection between employees' well-being and the practices in the Klang Valley region. In this confidential survey, the respondents, their organisations and the researchers refrain from disclosing the results. The following criteria must be met: the applicants must be at least 20 years old, have a job, and work for a company within the Klang Valley. The survey is of Likert scale type and requires a selection of responses that captures the actual organisational experiences of the participants regarding management communication and transparency, access to training and development opportunities, performance incentives and rewards, and employee participation in decision-making. The survey then co-assesses an organisation's workforce happiness, stress levels, job satisfaction, and general well-being. Finally, this study follows the same structure and measures work-life balance in terms of the employee's ability to balance their work with other personal responsibilities and obligations, including the level of control the employee has over their working hours and how often work interrupts the schedule.



Concerning this research, the study's objectives are centered on the following areas: Understanding the connection between an organisation's support and participation or support of an organisation's employees and its effect on the wellness of human capital. To maintain a simultaneous yet distinct focus on these overlapping items, a quantitative method is systematically utilised. This method emanates from carefully developing an official and standardised survey to directly elicit responses from a targeted respondent group.

It is essential to understand the survey layout, as all the questions are divided into two primary sections or divisions. Each division has separate goals within the study, even though they are part of the same survey. In Section A, basic demographic information about the participants is systematically compiled. This initial phase makes it easier to point out the major attributes of the labour force, such as age, gender and the field of speciality. Further, it also concerns the participants' employment status, years of experience within the organisation, and the geographical area where they work. Hence, meta-analysis enables researchers to see potential differences in views and experiences depending on age, gender, and organisational affiliations due to the demographic data that add context to the findings.

Section B is arguably the most critical section of the research instrument. It descendingly breaks down various relationships between high-commitment work systems, organizational support, work-life balance, and employee well-being. This part of the essay is subdivided into four special sections, each created to consider certain features of the given topic.

***Part 1- The primary emphasis on High-Commitment Work Systems (HCWS).***

A succession of systematically crafted enquiries shed light on how different HCWS practices are executed within the participant's organisation. These enquiries explore how these practices impact employees' professional development and cultivate an environment encouraging innovation through extensive investigation of this domain. The research aims to determine how organisations can configure themselves to foster innovative problem-solving and enhance the skill sets of their employees.

***Part 2- Deftly transitions attention to Organizational Support.***

The survey utilises meticulously constructed enquiries specifically formulated to assess the level of employee contentment regarding the resources, training prospects, and recognition initiatives their employer offers. This segment is focused on assessing the efficacy of the aforementioned support systems in cultivating a sense of safety and worth among the employees. By collecting employee sentiment data regarding these support systems, scholars can pinpoint potential areas of enhancement and optimise organisational strategies to peak employee engagement and satisfaction.

***Part 3- Focuses its lens on Work-Life Balance.***

This segment consists of a carefully crafted set of questions that assess the extent to which organisational initiatives aimed at fostering work-life balance reduce workplace tension and, in turn, improve employees' personal well-being. Maintaining a healthy balance between professional and personal obligations in today's fast-paced workplace is important. This segment explains the effectiveness of various work-life balance initiatives in reducing tension and fostering as Part 4 of the study delves into employee well-being, providing a more comprehensive analysis.

***Part 4- Comprehensive analysis of Employee Well-Being.***

The questions in this concluding section aim to systematically identify workplace factors that significantly impact the well-being of all employees. By collecting employee perceptions and experiences, researchers can identify the critical factors contributing to a positive and satisfying work environment.

It is possible to accomplish two of the most essential goals with the assistance of this thorough survey instrument, which also helps to improve the comprehensiveness of the data collection process. Initially, this methodology made it possible for researchers to gather substantial data that shed light on the intricate dynamics between work-life balance, organisational support, high-commitment work systems, and the combined influence of these elements on employee well-being. Furthermore, this methodology allows researchers to detect potential causal links between these factors. The purpose of this research is to provide significant contributions that, in the long run, can result in enhancements to organisational procedures and the development of a workforce that is both productive and well-supported. This objective will be accomplished through the utilisation of quantitative methods and surveys that have been appropriately prepared.

### 3.3 Data Analysis

Creating a structured questionnaire with closed questions that are easy to measure and can be measured is the first step in conducting data analysis using quantitative surveys. Once the target group of people has been selected correctly, the survey must be undertaken to collect accurate data about all the framed questions. The information gathered was then quantised to allow for statistical analysis following the completion of the polls. Subsequently, the collected and coded data is inputted into statistical analysis tools like the SPSS system. To prepare the data for analysis in SPSS software, the sample responses were first cleaned to replace missing or conflicting data appropriately, and the variables that described the participant group were checked for precision. Frequencies and measures of central tendency were obtained to analyse and summarise the data. Statisticians apply inferential tools to identify relations and verify suppositions, such as descriptive analysis, normality test, multiple linear regression, and mediation analysis. A part of the data collection process involves analysis to conclude. These outcomes are then visually presented as tables for better comprehension and decision-making.

### 3.4 Ethical Consideration

Ensuring participant information is secure and confidential is important from an ethical point of view when collecting data for analysis. Participants must be fully informed about the study's purpose, procedures, and potential risks and voluntarily consent to participate. Confidentiality should be maintained by anonymising data to prevent individual identifications. Appropriate security measures must be implemented to protect personal information to prevent data breaches and unauthorised access. In addition, researchers must ensure that the data is solely used for intended research purposes and that participants have the right to stop participating in the study without facing any consequences.

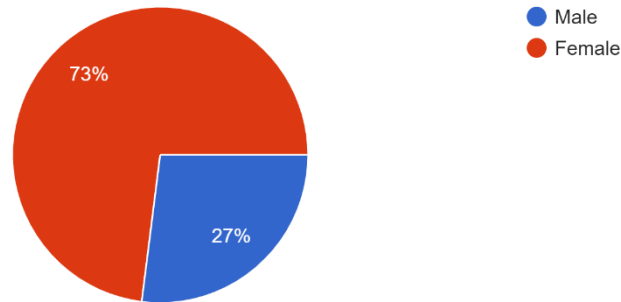
## 4.0 RESULTS AND DATA ANALYSIS

### 4.1 Introduction

The data is analysed using SPSS 27.0 software. Before entering data in SPSS, data was cleaned. This involves any errors, inconsistencies or missing values. Variables were defined accordingly. Data coding was conducted for categorical and continuous data. Further frequency analyses were conducted on demographic profiles. Descriptive analysis is conducted after computing the independent and dependent variables. A normality test was conducted and a reliability test. As a final analysis, hypothesis testing was conducted using multiple linear regression and mediation analysis.

#### 4.2 Frequency Report on Respondent Demographic Profile

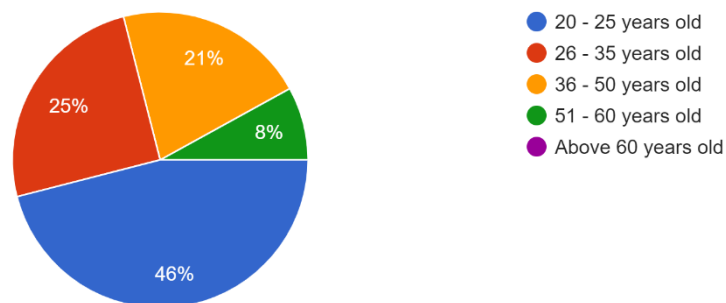
Gender  
100 responses



	N	%
Male	27	27.0%
Female	73	73.0%

According to the dataset, there appear to be 73 females and 27 men, or 27.0% and 73.0% of the total, respectively. This implies that more women than men are represented in the sample.

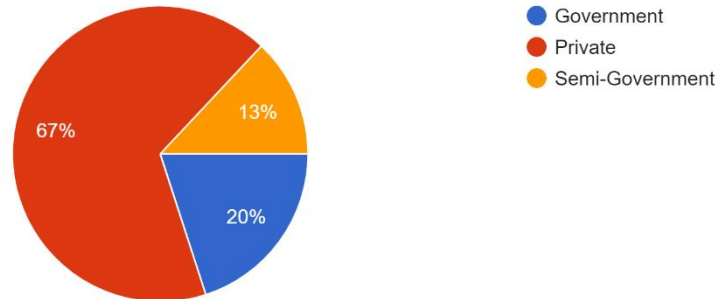
Age  
100 responses



	N	%
20 - 25 years old	46	46.0%
26 - 35 years old	25	25.0%
36 - 50 years old	21	21.0%
51 - 60 years old	8	8.0%

This data represents employee age distribution across different categories. The highest number of employees, 46%, fall in the 20- —to 25-year-old group. The following 25% comprise the 26- —to 35-year-old group. 21% of employees fall between the ages of 36 and 50. The least, 8%, falls in the 51- —to 60-year-old category.

Type of institution  
100 responses

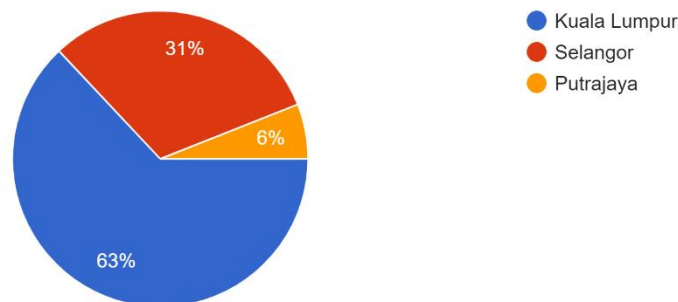


**Table 3: Type of institution**

	N	%
Government	20	20.0%
Private	67	67.0%
Semi-Government	13	13.0%

The study's goal was to gather information from workers in government, private, and government-affiliated businesses. It shows that privately owned businesses employ 67% of workers, 20% are employed by the government, and 13% work for companies that receive government funding.

Working area  
100 responses

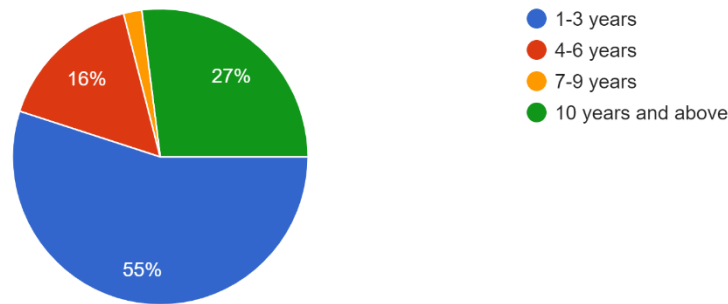


**Table 4: Working area**

	N	%
Kuala Lumpur	63	63.0%
Selangor	31	31.0%
Putrajaya	6	6.0%

The respondents' working area comprises three main economically active areas: Putrajaya, Selangor, and Putrajaya. The highest respondents were those working in Kuala Lumpur (63%), Selangor (31%), and Putrajaya (6%).

Number of years of work experience  
100 responses

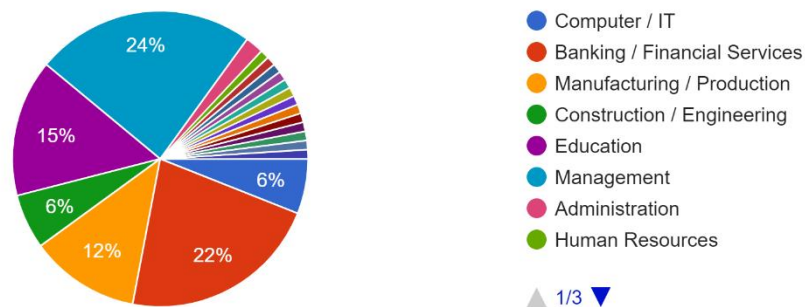


**Table 5: Number of years of work experience**

	N	%
1-3 years	55	55.0%
4-6 years	16	16.0%
7-9 years	2	2.0%
Ten years and above	27	27.0%

55% of respondents have one to three years of experience. 16% of employees have worked for four to six years. Surprisingly, employees with seven to nine years of experience make up just 2% of the total. Lastly, respondents with more than ten years of experience made up 27%.

Occupation  
100 responses



**Table 6: Occupation**

	N	%
Computer / IT	6	6.0%
Banking / Financial Services	22	22.0%



Manufacturing Production	12	12.0%
Construction / Engineering	6	6.0%
Education	15	15.0%
Management	24	24.0%
Administration	2	2.0%
Human Resources	1	1.0%
Oil & Gas Consulting	1	1.0%
Graphic Designer	1	1.0%
E-Commerce	1	1.0%
Kitchen	1	1.0%
Entrepreneurs	1	1.0%
Automotive	1	1.0%
Business	1	1.0%
Receptionist cum Human Resource	1	1.0%
Operations	1	1.0%
Software	1	1.0%
Retails	1	1.0%
Law	1	1.0%

Given that the scope of the study is relatively diversified and broad since it requires working adults as a criterion, it is evident that the respondents fall into 21 distinct occupational categories. The percentages for banking and management are significantly higher, with 22% and 24%, respectively. 15% of workers are educated, while 12% are from manufacturing. The above Table shows that other occupations hold less than 7%.

### 4.3 Hypotheses Analysis

Hypotheses in Table 7 are analysed using correlation and mediation analyses.

Table 7

Hypotheses	Analysis
<b>H1:</b> A high-commitment work system has a relationship with employee well-being.	Correlation
<b>H2:</b> Organisational Support has a relationship with employee well-being.	Correlation
<b>H3:</b> Work-life balance mediates the relationship between a high-commitment work system and employee well-being.	Mediation
<b>H4:</b> Work-life balance mediates the relationship between organisational support and employee well-being.	Mediation

#### 4.4 Correlation Analysis

**Table 8**

Correlations				
		High-commitment work system	Org support	Well-being
High-commitment work system	Pearson Correlation	1	.617**	<b>.640**</b>
	Sig. (2-tailed)		.000	.000
	N	100	100	100
Organizational support	Pearson Correlation	.617**	1	<b>.531**</b>
	Sig. (2-tailed)	.000		.000
	N	100	100	100
Well-being	Pearson Correlation	.640**	.531**	1
	Sig. (2-tailed)	.000	.000	
	N	100	100	100

\*\* . Correlation is significant at the 0.01 level (2-tailed).

This Pearson correlation table displays the correlation coefficients between the three variables: well-being, organizational support, and the high-commitment work system. Well-being ( $r = 0.640$ ,  $P < 0.01$ ) and organizational support ( $r = 0.617$ ,  $p < 0.01$ ) are strongly positively correlated with high-commitment work systems. This suggests that companies with high-commitment work systems typically have better employee well-being and organizational support. Additionally, there is a significant positive link between organizational support and well-being ( $r = 0.531$ ,  $p < 0.01$ ) as well as a high-commitment work system ( $r = 0.617$ ,  $p < 0.01$ ). This implies that high-commitment work systems and improved employee well-being tend to coincide with employee’s perceptions of increased levels of support from their employer. The high-commitment work system ( $r = 0.640$ ,  $p < 0.01$ ) and organizational support ( $r = 0.531$ ,  $p < 0.01$ ) show a substantial positive association with well-being. It is concluded that based on **Table 7**, hypotheses one and hypotheses two are supported. This suggests that companies with strong organizational support and high-commitment work systems probably employ workers who report feeling better about their well-being. These results suggest a mutually reinforcing relationship between high-commitment work systems, organisational support, and employee well-being. Organisations that prioritise these factors will likely benefit employee satisfaction, performance, and overall organisational success.

#### 4.5 Mediation Analysis

##### 4.5.1 Work-Life Balance Mediating High-commitment Work System and Employee Well-Being

**Table 9**

**The total effect of high-commitment work systems on employee well-being**

Total effect of high-commitment work system on employee well-being

Effect	se	t	p	LLCI	ULCI	c_cs
.695	.084	8.241	.000	.528	.863	.640

**Direct effect of X on Y**

Effect	se	t	p	LLCI	ULCI	c'_cs
.576	.089	6.506	.000	.401	.752	.531

**Indirect effect(s) of X on Y:**

Effect	BootSE	BootLLCI	BootULCI
work-life	.119	.052	.232

**Completely standardized indirect effect(s) of X on Y:**

Effect	BootSE	BootLLCI	BootULCI
work-life	.109	.046	.209

**Table 9** presents the results of a mediation analysis examining the effects of a high-commitment work system (X) on employee well-being (Y), with work-life balance (working) as the mediator (M).

A mediation analysis was conducted to examine the mediating effect of work-life balance on high-commitment work systems and employee well-being. The model's impact was significant,  $b=0.695$ ,  $t=8.241$ ,  $CI [0.528, 0.863]$ ,  $p<.001$ . The high-commitment work system has a significant positive effect on employee well-being.

It was found that there was a statistically significant direct effect,  $b=0.576$ ,  $t=6.506$ ,  $CI [0.029, 0.232]$ ,  $p<.001$ . Even after accounting for the mediator (work-life balance), the high-commitment work system still has a significant positive direct effect on employee well-being.

A statistically significant indirect effect was also found,  $b=0.119$ ,  $CI [0.052, 0.232]$ . These results suggest that work-life balance partially mediated the relationship between a high-commitment work system and employee well-being. When standardised, the indirect effect remains significant, indicating that work-life balance partially mediates the relationship between the high-commitment work system and employee well-being. The indirect impact of the high-commitment work system on employee well-being through work-life balance is significant, as the confidence interval does not include zero.

The high-commitment work system has a significant positive total effect on employee well-being. After accounting for work-life balance, the high-commitment work system substantially impacts employee well-being. Work-life balance partially mediates the relationship between the high-commitment work system and employee well-being, as evidenced by the significant indirect effect. Overall, this suggests that implementing high-commitment work systems can directly enhance employee well-being and improve it indirectly by positively affecting their work-life balance.

**4.6 Mediation Analysis**

**4.6.1 Work-Life Balance Mediating Organisational Support and Employee Well-Being**

**Table 10**

**Total, direct, and indirect effects of organisational support on employee well-being**

**Total effect of X on Y**

Effect	se	t	p	LLCI	ULCI
.5755	.0928	6.2039	.0000	.3914	.7596

**Direct effect of X on Y**

Effect	se	t	p	LLCI	ULCI
.4108	.1308	3.1414	.0022	.1513	.6704

**Indirect effect(s) of X on Y:**

Effect	BootSE	BootLLCI	BootULCI
work-life	.1647	.1134	-.0469 .4018

This output is from a mediation analysis using the PROCESS macro in SPSS, examining the relationship between organizational support (organisational support, X) and employee well-being (wellbeing, Y), with work-life balance (work-life, M) as a mediator.

The model's total effect was significant,  $b=0.575$ ,  $t=6.203$ , CI [0.3914, 0.7596],  $p<.001$ . There is an essential positive total effect of organizational support on employee well-being.

The model's direct effect was significant,  $b=0.4108$ ,  $t=3.1414$ , CI [0.1513, 0.6704],  $p<.001$ . Organizational support has a significant positive direct impact on employee well-being.

A statistically significant indirect effect was also found,  $b=0.1647$ , CI [-0.0469, 0.4018]. The indirect effect of organisational support on employee well-being through work-life balance is not statistically significant at the 95% confidence level, as the confidence interval includes zero.

Organisational support significantly positively affects employee well-being. Even after accounting for work-life balance, organisational support still has a significant positive effect on employee well-being. The mediation effect through work-life balance is not statistically significant, suggesting that while it is influenced by organisational support and impacts well-being, it does not significantly mediate the relationship between organisational support and employee well-being. The analysis indicates that organisational support enhances employee well-being and work-life balance. However, while positively influenced by organisational backing, it does not significantly mediate this relationship in this sample.

**4.7 Hypotheses Results**

**Table 11**  
**Hypotheses outcome of the research**

Hypotheses	Outcome
<b>H1:</b> A high-commitment work system has a relationship with employee well-being.	Accepted
<b>H2:</b> Organisational Support has a relationship with employee well-being.	Accepted
<b>H3:</b> Work-life balance mediates the relationship between a high-commitment work system and employee well-being.	Partial Mediation
<b>H4:</b> Work-life balance mediates the relationship between organisational support and employee well-being.	Partial Mediation

Therefore, **table 11** shows that the research confirms the validity of hypotheses H1 and H2, indicating a positive association between employee well-being and high commitment-work systems and organisational support. Employees with higher levels of organisational commitment and support report increased well-being. Besides that, work-life balance serves as a partial mediator in the connection between high-commitment work systems and employee well-being, as well as between organisational support and employee well-being.

## 5.0 DISCUSSION

### 5.1 Interpretation of Findings

The study's findings provide strong evidence to support the initial hypotheses that organisational support and high-commitment work systems have a substantial positive impact on employee well-being. The results of the correlation analysis indicated a strong and positive association ( $r = 0.640$ ,  $p < 0.01$ ) between employee well-being and high-commitment work systems. Similarly, there was a strong correlation between organisational support and employee well-being ( $r = 0.531$ ,  $p < 0.01$ ), indicating a solid partnership between the two factors. The results of this study suggest that employees who work in environments with robust, committed work systems and organisational support are more likely to enjoy higher levels of well-being throughout their careers. Furthermore, there is proof that mediation analysis demonstrates that work-life balance plays a significant indirect role in mediating the relationship between high-commitment work systems and employee well-being. On the other hand, the study found there is no significant mediation effect of work-life balance on the connection between organisational support and employee well-being. The fact that this is the case implies that although organisational support has a direct positive effect on well-being, the influence of this support through work-life balance is comparatively less significant.

Regarding trends and patterns, the demographic analysis revealed that the sample primarily comprises young people, with 46% of respondents between the ages of 20-25 and women (73%) being the majority. Private institutions employ 67% of the participants, and 63% are in Kuala Lumpur. Interestingly, most respondents (55%) have one to three years of work experience. This could indicate an early-career workforce that is more receptive to organisational changes and has access to supportive work systems. The occupational distribution shows that more people are working in management (24%) and banking and financial services (22%). This suggests that these fields may be more willing or able to set up high-commitment work systems and provide substantial organisational support.

One notable discovery is the deficient proportion (2%) of employees possessing 7-9 years of professional experience. This figure may suggest substantial attrition rates or career transitions occurring during this pivotal phase of the middle career. Besides that, an additional unforeseen consequence is that there is no considerable mediation effect of work-life balance between employee well-being and organisational support. This contradicts previous findings that assumed work-life balance has a significant mediating effect. However, overall, the study's findings are robust, which supported the hypothesis about the direct impact of high-commitment work systems and organisational support HRM practices on the psychological well-being of employees. Thus, this study provides valuable insights into how organisational interventions to improve work-life balance can be beneficial for employers and organisations that are striving to improve their employees' health and well-being, pinpointing that in this process, direct organisational support for work organisation and comprehensive assistance as a system is of paramount importance.

### 5.2 Comparisons

This study evidence supports the prior scholarly findings that describe the positive impacts of high-commitment work systems and organisational support on employee health, enhancing the academic paradigm in this speciality. Extensive research before the petition has consistently confirmed that high-commitment management practices improve employee well-being and manifest in satisfactory reward policies, decentralised decision-making processes and thorough training schemes. Moreover, Kooij et al. (2010) showed that such practices enhance job satisfaction and diminish employee tension. The current



study supports the previous findings by establishing a highly positive correlation ( $r = 0.640$ ,  $p < 0.01$ ) between high-commitment work systems and employee well-being. The findings presented here reveal that adopting high-commitment work systems leads to better employment of employees and also that employees in high-commitment work systems are likely to be more satisfied with their jobs and have lower levels of tension at the workplace. All these results support the notion of organisation management practices that are essential in enhancing the health of employees and minimising job stress, thereby highlighting commitment as a crucial element of supportive organisations.

Moreover, Eisenberger et al. study of 1986 and Rhoades and Eisenberger's study of 2002 are worth mentioning as they are very close to this study, where they found a positive relationship between organisational support and the well-being of the employees. In both of these studies, the main focus was on the determinants of organisational support and the degree of employee engagement. Several well-documented studies have established that perceived organisational support (POS) significantly enhances organisational commitment, job satisfaction, and the psychological health of employees. These studies have revealed that POS is positively linked to improvements in these characteristics. This argument is backed up by the data, which shows statistically significant evidence ( $r = 0.531$ ,  $p < 0.01$ ). It seems to imply that employees who perceive that their organisation provides significant assistance are more likely to have higher well-being. This association deserves special attention because of the importance of organisational support in constructing a healthy and productive work environment. Practical examples involving industry leaders such as Google further illustrate this notion. Google's organisational support systems, encompassing a wide range of employee benefits and a supportive work environment, demonstrate how strong support mechanisms can result in elevated employee satisfaction and well-being. The results underscore the significance of perceived organisational support as a fundamental catalyst for employee well-being. Therefore, this confirms that strategic investment in supportive organisational practices can result in considerable advantages for both employees and employers.

However, compared to previous research, there are significant differences in the mediation analysis of work-life balance when examining the relationship between organisational support and employee well-being. Despite the earlier research by Allen et al. (2000) suggesting the critical role of work-life balance in this relationship, the current study found no significant evidence of a mediating effect. The findings might differ owing to the end circumstances or some endergonic attributes of participants in this study. This means that while organisational support has a facilitative impact on employee well-being, these may be supplemented or otherwise through work-life balance and may vary depending on the participants' organisation type or demographic characteristics. An organisation with unique characteristics such as medical practice, educational system or cultural tradition may experience different effects of work-life balance on the worker's condition. This finding underscores the importance of more research in mapping the complexity of how organisational support and work-life balance interact with each other and with employees' well-being in many settings. Thus, the presented consideration of these specifics will improve the subsequent investigations to enhance the understanding of how these factors may function in various organisational contexts and concerning other emigrant groups.

## 6.0 CONCLUSION AND RECOMMENDATIONS

*The objective of this literature study was to address the research inquiry: What is the impact of a high-commitment work system on employee well-being with a mediator of organisational support and work-life balance?*

According to the results, a high-commitment work system can promote employees' innovative behaviour by enhancing their skills, motivation, and opportunities for involvement or by creating a climate inside the firm that encourages innovation. Therefore, implementing a high-commitment work system can enhance employees' innovative behaviour by fostering a favourable perception of the organisation's commitment and reinforcing the sense of duty to reciprocate the company's support and dedication. Furthermore, the HCWS can improve employee well-being by supporting their ability, incentives and chances to engage. Will the HCWS empower, motivate, and engage employees and seize this opportunity to reciprocate the firm's dedication and investment with innovative behaviour? The theoretical findings of this literature analysis produce a model that managers can use as a directive or guideline.

Consequently, a company can formulate a strategic plan to synchronise its human resources practices with its organisational culture to bolster its overall strategy. This plan can also facilitate, promote, and engage people by reinforcing the components of AMO (ability, motivation, and opportunity). Engaging employees to the greatest extent possible is highly desirable in this process.

Furthermore, the theory model can pinpoint differences between the systems and dimensions. Moreover, the current conditions and surroundings are characterised by high uncertainty, necessitating a corporation to adjust its strategy flexibly. The concept suggests businesses can adapt the techniques employed according to their needs. Still, the only requirement is to increase commitment and support to encourage employees to exert discretionary effort.

Hence, firms must consider procedures that harmonise with one another and function as a cohesive system to influence employees' perspectives and subsequent behaviour. This can also protect employees' well-being.

### 6.1 Limitations

It is essential to take into account that there are some limitations of this research when analysing the results. Firstly, the Klang Valley area is the sole geographical scope of the study. The conclusion of this study suggests that the results may not be generalisable to other locations, given the differences in characteristics and behaviours of different areas that are not covered in this research. Besides that, the research does not include significant industry differences and, as a result, can influence the transferability of the results to different fields. If the outcomes are not generic, they might not be directly relevant or easily replicated in other industries with distinct contexts that present various difficulties.

However, the authors noted that the total number of respondents to the survey was only a hundred; hence, the study's sample size could be considered small. Because of this, the sample will be small, which could reduce the reliability and validity of the outcome. This is true because the study participants, groups or communities are not incorporated into this study. Therefore, the results may not present an adequate sample for the population. Although the study has several strengths, a potential limitation is that the study samples are comparatively tiny; thus, its results may only be generalisable to a limited extent. A smaller sample means that the confidence level that can be placed in the findings is reduced, and the margin of error is more significant, which may limit the ability to interpret the data definitively. This is due to the possibility of the margin of error increasing due to the small sample size used in the study. Commanding

quantitative survey methods also always risks bias in a given data set. This is in addition to the fact that such an argument happens. Such biases include but are not limited to self-selection bias and response bias. The two forms of biases reflect on the following possibilities that indicate the ability of participants to offer socially acceptable responses as opposed to natural ones.

Furthermore, depending on the time the study was conducted, it may not have captured the precise changes or trends that span long periods because the research was conducted in a short period, which is only about four months. Therefore, it can be said that due attention to these properties increases the necessity of a careful approach in the assessment of the results and, at the same time, points to the perspective of further investigations, which may contribute to raising the essentiality, relevance, and solidity of the produced conclusions.

## 6.2 Recommendations

This leads future research to cover more locations so that it goes beyond solely the Klang Valley region, as this shall enhance its diversification. This would help the researchers overcome the limitations set by the geographical location proposed in the study. When research data includes various geographical locations, researchers will be able to have a detailed understanding of a given topic and increase the generalizability of the study conclusions. In addition, stratified sampling can ensure that the sample selected is from different parts of the region, not only the particular area, which would bring biases. The second stage of further research should involve a focus and emphasis on detailed particular industries. By tailoring research to specific sectors, the insights can be more effectively connected to each sector's distinctive challenges and requirements, thereby increasing the practical relevance of the findings. Traditionally, this method would offer stakeholders operating in these sectors more practical suggestions by providing an in-depth examination of the industry-specific patterns and deviations.

Additionally, future research should strive to increase the reliability and robustness of the results by employing a larger sample size. Increasing the number of respondents will improve the statistical mixed-methods approaches, which combine quantitative surveys and qualitative interviews, and could also achieve a more nuanced comprehension of the research topic. This method can uncover deeper insights that surveys alone might not capture while reducing the potential biases in self-reported data.

In addition to documenting longer-term trends and changes, extending the research period beyond four months could provide a more comprehensive perspective. Therefore, future research can overcome the limitations of this study by implementing these recommendations, resulting in more robust, generalised, and industry-relevant insights.

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