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PERCEIVED ORGANIZATIONAL SUPPORT AND ENGAGEMENT: THE
MODERATING ROLES OF WELL-BEING AND MINDFULNESS

Dissertation presented to Universidade Católica Portuguesa to obtain a
Master's Degree in Psychology in Business and Economics

by

Carolina Serra Policarpo de Figueiredo e Sousa

Faculty of Human Sciences & Católica Lisbon School of Business and
Economics

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“Running a business with unhealthy and unhappy employees is like trying to drive a car with a bad engine. It may eventually get you where you want to go, but the trip will be difficult and you’ll waste time and resources.”

— Sheana Abrahams

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Abstract

This study examines the effects of perceived organizational support on employee engagement, moderated by well-being and mindfulness. Building on organizational support theory, we proposed an integrative research model. The promotion of a corporate culture that favors the well-being and happiness of individuals and positive behaviors have become, in recent years, a central concern for organizations. We decided to inspect the moderating roles of well-being and mindfulness on the relationship between perceived organizational support and engagement. The sample consists of a total of 334 participants, of which 287 (63.1%) were female and 111 (24.4%) were male, with ages ranging between 18-75 years old ($M = 40.32$; $SD = 12.56$). The descriptive statistics of the variables revealed that participants are above average in terms of the four variables under study, showing statistically significant differences when compared to other means. Also, it was confirmed that perceived organizational support predicts engagement. Our postulated model allowed us to advance that all the variables under study are significant predictors of engagement. However, variables that could have a moderating effect were not shown to have significant results. Nevertheless, the project was relevant in the sense that it is pertinent to continue to carry out studies in this area since the study's findings can contribute to the promotion of employees' welfare by providing recommendations for future projects.

Keywords: perceived organizational support, well-being, mindfulness, employee engagement, positive psychology

Resumo

Este estudo examina os efeitos do suporte organizacional percebido no envolvimento no trabalho dos funcionários, moderado pelo bem-estar e atenção plena. Com base na teoria do suporte organizacional e na teoria de conservação de recursos, propusemos um modelo de investigação integrativo. A promoção de uma cultura organizacional que favorece o bem-estar e felicidade dos indivíduos e comportamento positivo no trabalho tornou-se, nos últimos anos, uma preocupação central das organizações. Decidimos analisar o impacto da moderação do bem-estar e atenção plena na relação entre o suporte organizacional percebido e o envolvimento no trabalho. A amostra é composta por um total de 334 participantes, sendo 287 (63,1%) do sexo feminino e 111 (24,4%) do sexo masculino, com idades compreendidas entre 18 e 75 anos ($M = 40,32$; $DP = 12,56$). A estatística descritiva das variáveis revelou que os participantes estão acima da média nas quatro variáveis em estudo, apresentando diferenças estatisticamente significativas quando comparadas às médias de outras populações. Além disso, foi confirmado que o suporte organizacional percebido prediz o envolvimento. O modelo postulado permitiu avançar que todas as variáveis em estudo são preditores do envolvimento no trabalho. No entanto, as variáveis que poderiam ter um efeito moderador não apresentaram resultados significativos. Não obstante, o projeto foi relevante no sentido de que é pertinente continuar a realizar estudos nesta área, uma vez que os resultados do estudo contribuem para a promoção do bem-estar dos colaboradores, fornecendo recomendações para projetos futuros.

Palavras-chave: suporte organizacional percebido, bem-estar, atenção plena, envolvimento dos colaboradores, psicologia positiva

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1. General Introduction

Over the past few decades, more and more scholars have devoted increasing resources to the study of health and well-being in organizations due to the conviction that it should not only be explored from a pathogenic point of view focusing on risk elements and diseases, but also from a salutogenic perspective, focusing on resources for the positive promotion of wellness (Bakker & Schaufeli, 2008).

Various empirical studies note that organizations are becoming progressively aware of the significance of employees in obtaining and perpetuating competitive advantage through the identification of several benefits of better employee organizational behaviors (Jo & Hong, 2022). The happy worker-productive worker theory proposes that workers high in well-being also perform well, and vice versa (Nielsen et al., 2017).

Positive psychology, which emerged during World War II, is appraised as an unconventional approach focused on human strengths and optimal functioning (Diener et al., 1999), having its roots in humanistic psychology, which its main objective is to examine how individuals flourish through their emotions and feelings that enhance their quality of life (Li, 2021). Positive psychology is defined by Seligman and Fowler (2011) as the scientific area of the positive characteristics of human life, centering on positive emotions that facilitate reaching full potential at work. This field is recent and unique in the workplace and relies on old-fashioned theory-building processes and research data (Youssef & Luthans, 2007).

According to Lyngodh, Liu, and Sridhar (2018) this branch of psychology takes charge of three crucial interventions regarding happiness and overall satisfaction, referring to any intentional activity or method (training, coaching, etc.), that are (a) positive emotions, (b) positive traits, and (c) positive institutions (Meyers, van Woerkom, & Bakker, 2013). Scholars report that these interventions cannot rely on an one-size-fits-all approach, but rather a tailored one that is adapted to individual needs and the needs of the organization (Norem & Chang, 2002). The preliminary focus of positive psychology, referred to by Csikszentmihalyi and Seligman (2000), is illustrated by the work of highly well-known psychologists (e.g., Terman, Watson, Jung, etc.), so *“it is not just the study of pathology, weakness, and damage; it is also the study of strength and virtue”* (Csikszentmihalyi & Seligman, 2000, p. 7). Thus, psychologists demand to evolve the surrounding environment to foster these strengths.

Seligman and Csikszentmihalyi (2000) state that positive psychology at the subjective level is associated with subjective occurrences, such as well-being and satisfaction (past); hope and optimism (future); and flow and happiness (present). Positive psychological perspectives have latterly adapted from the theories of happiness or life satisfaction (e.g., Hojabrian et al., 2018) to well-being or flourishing models (e.g., Seligman, 2011), focusing on mental health to reach optimal performance (Seligman, 2011; Hojabrian et al., 2018). Therefore, they divide positive psychology into two different levels: individual and group. The individual level is associated with positive traits, for instance, perseverance and forgiveness; whereas the group level is connected with civic behaviors and institutions that guide people toward better citizenship, as is the case for responsibility and work ethic. To better understand human needs, the social and behavioral areas can explain this topic by integrating various aspects of the good life. Thus, they encompass all the steps that guide well-being, positive individuals, and thriving groups (Seligman & Csikszentmihalyi, 2000).

In this study, we base our research on Organizational Support Theory (OST) with insights from Conservation of Resources (COR) Theory as the commanding framework to inspect if perceived organizational support predicts engagement with the moderation of well-being and mindfulness. Organizational support theory (OST) is appraised as a crucial conceptual principle of perception of organizational support ingrained in social exchange theory (Imran, Saman, Abid, & Ashfaq, 2020). For this reason, we used organizational support theory to predict perceived organizational support on engagement moderated by well-being and mindfulness.

The importance of these types of studies has been increasingly accelerated with the disastrous effects that the coronavirus disease 2019 (COVID-19) has brought. This outbreak produced a dramatic psychological impact on peoples' lives (Silva Moreira et al., 2021), with consequences for health, the economy, and society (Holmes et al., 2020). The current situation for the Portuguese population is that the living conditions, lifestyle, maintaining work (whether it is online or presential) and the existence of a foregoing psychological or physical disorder are related to psychological well-being during the pandemic. The pursuit of a happy and satisfied workforce is a crucial objective to attain an employer's desired efficiency level (Ho & Chan, 2022). Hence, recognition of the protective aspects that allow employees to prosper and succeed is an opportune and

essential endeavor. In response to this, the present dissertation aims to develop and empirically test a research model that explains, and links concepts grounded on positive psychology.

This is divided into two main parts: the first part entails conducting a thorough literature review of each variable, reviewing the history, and defining and explaining models, as well as a theoretical framework that interacts with all the variables; the second part concerns the empirical study, including the purpose of the study, sample, instruments, procedures, results and a discussion of the results according to the literature review.

The literature review is divided according to the variables under study: perceived organizational support, engagement, well-being, and mindfulness, approaching the historical conceptualization and concepts, as well as the review of a theoretical framework that incorporates all of them in interaction; and lastly, the present study overview of aims and objectives with the respective hypotheses.

The second part will present the purpose of the project, the participants, and the questionnaire, composed by sociodemographic questions and four different scales, adapted and translated for the Portuguese population. The procedures taken during the study will also be advanced.

The results will be carried out concerning the hypotheses presented. It includes descriptive statistics and *t*-student analyses, as well as linear regression analysis of the variables under study.

Finally, the present investigation incorporates its discussion, the literature review already introduced, limitations and future recommendations for future research, and a conclusion.

2. Literature Review

2.1. Perceived Organizational Support

2.1.1. Historical Contextualization and Concept

According to Bonaiuto et al. (2022), social support plays an important role in both preventive and protective functions that can lessen general stress. Perceived Organizational Support (POS) is characterized by an employee's perception of one's value and involvement, and the extent to which the organization appreciates their contributions and promotes their welfare (Eisenberger et al., 1986; Kurtessis et al., 2017). Other experts refer

that perceived organizational support results in positive reciprocity dynamic with employees, as they are prone to perform better to repay for the favorable treatment in the organization (Rhoades & Eisenberger, 2002; Arshadi & Hayavi, 2013).

Hobfoll et al. (2018) classify assistance from the organization as a job asset that supports employees to encourage personal resources, namely, intrinsic motivation and self-efficacy that in turn lead to positive organizational outcomes. This term is also referred to as an aid that's accessible from the organization when it is necessary to perform one's job successfully and to manage demanding events (Rhoades & Eisenberger, 2002).

The concept was first introduced in 1986 by Eisenberger et al. through empiric studies on managers with the premise that if they are committed to achieving the organization's goals, employees are interested in the organization's commitment to them. Although some studies emerged in the early 90s, it would only be in the year 2002 that the concept bloomed by Eisenberger and Rhoades's (2002) meta-analysis carried out in 1999, with the revision of more than 70 studies regarding employees' beliefs that the organization appreciates their work and cares about their well-being. Nowadays, the number exceeds 700¹.

2.1.2. Theoretical Framework

According to theorists, perceived organizational support is viewed by employees' propensity to allocate the organization's humanlike features (Eisenberger et al., 1986). Perceived organizational support is grounded on organizational support theory (OST) proposing that employees shape a universal perception regarding the extent to which the organization values their contributions and cares about their well-being (Kurtessis et al., 2017). It translates into beneficial outcomes regarding accomplishment, commitment, retention, and employee stress (Shanock et al., 2019). In turn, it will make workers have better performance, either emotional or computational investment in their jobs, and always push their best regardless of the presence of rewards.

The theory is associated with three mechanisms: felt obligation, group identification, and outcome expectancy. These mechanisms are grounded on different theories: Social Exchange Theory (SET), Social Identity Theory (SIT), and Expectancy Theory, accordingly (Yu & Frenkel, 2013). A social exchange process starts with perceived

¹ Available on <http://classweb.uh.edu/eisenberger/perceived-organizational-support/>

organizational support when employees feel an obligation to assist the organization in achieving its targets and goals. In contrast, they expect a reciprocation that translates into larger rewards (Kurtessis et al., 2017) and fringe benefits (Jo & Hong, 2022). Thus, it meets socioemotional needs criteria (e.g., esteem, approval, and caring) that result in better identification following in a larger commitment to the organization (Baran et al., 2012), an increased aspiration to contribute to the organization's success, and promotes employee welfare.

Studies have already investigated the factors that underly this perception, and this is due to effort-outcome expectancies and affective attachments. By increasing them, these beliefs end up having positive attitudes toward the organization (e.g., less absenteeism, high performance, etc.) (Eisenberger et al., 1986). Experts believe that perceived organizational support is affected by several factors of an employee's treatment by the organization and, as a consequence, determines the employee's understanding of the organizational reasons underlying that treatment (Eisenberger et al., 1986).

Also, it is noted that supervisor support has a great impact on organizational support theory (OST), increasing perceived organizational support (Qi, Liu, Wei, & Hu, 2019; Kurtessis et al., 2017). Following the conservation of resources (COR) theory, individuals attempt to store their existing resources and obtain new ones to cope with stress (Hobfoll et al., 2018). As a job resource, perceived organizational support supplies employees with emotional support, positive self-esteem, acceptance, and bonding making them feel esteemed cared for, and recognized (e.g., Chiang & Hsieh, 2012; Chen & Eyoun, 2021), showing reduced levels of emotional exhaustion and burnout (Anomneze et al., 2016; Chen & Eyoun, 2021).

Employers who keep their promises and seem to value employees' contributions are prone to contribute to affective attachment (Buchanan, 1974; Steers, 1977). Furthermore, it is linked to several psychological-based aspects such as well-being (Caesens et al., 2016); transformational leadership (Suifan et al., 2018); emotional intelligence (Wen et al., 2019); job satisfaction (Wen et al., 2019; Cheng et al., 2018; Côté et al., 2021); work engagement (Côté et al., 2021); motivation and performance (Darolia et al., 2010). Consequently, empirical evidence showed that perceived organizational support is positively related to positive behaviors at work such as dedication, organizational identification, in-role job performance (Caesens et al., 2019; Eisenberger et al., 1990),

withdrawal behavior (Eisenberger et al., 1990), and affective commitment (Vandenberghe, Bentein, & Panaccio, 2010). Employees who perceived high support within the organization seem to have better feelings of affiliation and loyalty, and this is because when recognition is valued, there is greater involvement of emotions (Eisenberger, Fasolo, & Davis-LaMastro, 1990). High levels of perceived organizational support can be attained through fair resource distribution, advantageous performance-reward systems, job security, job autonomy, and work-life balance actions (Ho & Chan, 2022).

On the other hand, job insecurity — which highly portrays low levels of perceived organizational support — seems to be one of several work stressors that significantly impact psychological health, job satisfaction, commitment and performance, emotional exhaustion, and turnover intention (Chen & Eyoun, 2020; Kurtessis et al., 2017), absenteeism (Eder & Eisenberger, 2008), and burnout (e.g., Caesens et al., 2017).

2.2. Employee Engagement

2.2.1. Historical Contextualization and Concept

The first mention of this term came from Kahn's 1990 article in the *Academy of Management Journal*. Kahn (1990) defined engagement in terms of a psychological state as *“the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances”* (p. 694).

The concept has developed over time so that it has become ambiguous to many — the exact definition is still unclear. Employee Engagement (EE) is classified as a multidimensional construct (Joo & Lee, 2017) and can be defined as the emotional commitment of an employee to the organization's culture. In order to attain this commitment, the employee is fully present either emotionally or physically to contribute to the organization's success with his or her duties (Lartey, 2021). However, the author takes another perspective regarding the concept, as being a mutual and interactive relationship between an organization and an employee in which conditions are offered to them to perform well that line up with the organization's mission, vision, purpose, and objectives (Lartey, 2021).

Schaufeli et al. (2002) used positive psychology to define their own definition, as being a positive, fulfilling, work-associated state of mind that is explained by three

domains: vigor, dedication, and absorption. *Vigor* is the definition of an engaged and proactive person, thus high levels of energy and resilience are present as well as the capacity to be resilient even in difficult situations (Bakker, Demerouti, & Sanz-Vergel, 2014). *Dedication* is the commitment aspect of employee engagement and is the high involvement at work, establishing a sense of contentment, inspiration, and challenge (Bakker, Demerouti, & Sanz-Vergel, 2014). *Absorption* means being fully engaged at work, in which strong levels of intrinsic motivation and concentration are recruited, and people are engrossed in their tasks (Bakker, Demerouti, & Sanz-Vergel, 2014). That is, Joo and Lee (2017) classify work engagement as an intentional and thoughtful pursuit of work (i.e., dedication); as fascinating and interesting (i.e., absorption); and as stimulating and dynamic that employees are willing to commit with passion (i.e., vigor).

Research (Lartey, 2021; Garbero et al., 2019) indicates that nowadays organizations are gaining more awareness regarding employee engagement and, consequently, are almost obligated to renovate their strategic plans. According to Robertson-Smith and Markwick (2009), organizations are where the theory of engagement is eventually put into practice — they provide a considerable perception of how engagement is viewed and used daily.

2.2.2. Theoretical Framework

Employee engagement relies on social exchange theory (SET) in which each side has an interest or reward that makes the relationship be pursued, so the employees' commitment and endeavor to work is to get something from the work done (Memon, Salleh, and Baharom, 2015). In the light of this theory, when employees psychologically anticipate that being highly engaged means receiving high organizational rewards (and vice versa), the relationship between employees and the organization is grounded on an equal social exchange relationship, thus, employees are probable to be engaged dynamically and produce task performance (Yin, 2018).

As this topic has become a concern in the last decade, Gallup (2006) conducted a study with British workers and suggested that employees could be divided into three types concerning their levels of engagement: 1) engaged, 2) not engaged, and 3) actively disengaged. Engaged employees work with dedication and feel a deep attachment to their company, whereas not engaged employees don't put energy and effort into their work.

Actively disengaged are the ones who aren't happy, so they don't aim for big dreams and goals (Yin, 2018).

Kahn (1990) differentiates two kinds of calibrations of self-in-role: *personal engagement* and *personal disengagement*. Both are indicated as “*behaviors by which people bring in or leave out their personal selves during work role performances*” (p. 694). Personal engagement is defined as the harnessing of organization members' selves to their work roles and makes people convey themselves in domains such as cognitive and emotional during their work performance (Kahn, 1990). On the other hand, personal disengagement refers to the dissociation of identity from work roles, and there's a tendency to get defensive physically, cognitively, or emotionally during work performance (Kahn, 1990). Several studies have investigated the impact of employee engagement such as job satisfaction (e.g., Saks, 2006; Harter et al., 2002); better productivity and profit (Harter et al., 2002); employee performance; employee retention; safety and organization commitment (Schaufeli & Bakker, 2004); and organizational citizenship behavior (Jose & Mampilly, 2015; Lartey, 2021). Furthermore, according to Murthy (2017), employees who present higher levels of engagement seem to have a greater positive attitude and are more able to produce their own positive feedback concerning appreciation, recognition, and success. Also, they are highly energetic, and self-efficacious and exercise influence over events that impact their lives (Murthy, 2017).

As positive psychology studies the conventional four Ds, namely, disease, damage, disorder, and disability (Diener et al., 1999; Jo & Hong, 2022), engagement came to be recognized as the inverse of burnout, a state of negative emotions in association with work (Jo & Hong, 2022). In addition, engagement is positively related to the well-being of employees and negatively associated with burnout (Bakker & Demerouti, 2008; Schaufeli & Bakker, 2004). Also, Schaufeli, Salanova, González-Roma, and Bakker (2002) emphasized the negative association between the two, which is considered to have a great impact on productivity and performance (Shuck & Reio Jr, 2014). Research also suggests that engaged employees are more likely to be productive (Saks, 2006), remain with their current employer (Harter, Schmidt, & Hayes, 2002; Saks, 2006; Shuck, Reio, & Rocco, 2011), and interact positively with customers (Chalofsky, 2010).

2.3. Well-being

2.3.1. Historical Contextualization and Concept

Awareness of promoting health in the workplace has been raised as there is more recognition of the importance of a healthy workforce for an organization's success (Abdin, Welch, Byron-Daniel, & Meyrick, 2018).

Any presentation on the history of well-being research must begin in Ancient Greece, where philosophers report their theories on the form of "well-being" or "good life" and how it was to be acquired (Stoll, 2014). These philosophies still shape the different conceptualizations of subjective well-being as is the case of the hedonic approach, which relies on happiness and refers to it in terms of pleasure achievement and pain avoidance, and the eudaimonic approach, focusing on meaning and self-realization and is defined as the extent to which a person is entirely functioning (Ryan & Deci, 2001).

Following World Health Organization (WHO), the definition of psychological well-being is "*more than the absence of mental health problems, disabilities, and symptoms*". Armaou, Konstantinidis, and Blake (2020) conceptualize it as a subjective experience in which positive emotions excel over negative ones.

Taris and Schaufeli (2015) in their theoretical framework emphasized that conceptualizations of well-being at individual levels can be classified to two extents: 1) whether it is considered as context-free (e.g., the general quality of life) or as domain-specific circumstance (e.g., work-related), and 2) whether it is implemented as an affective state or as a multidimensional construct, which various models have been proposed (Charalampous, Grant, Tramontano, & Michailidis, 2019). For example, Warr (1987, 1994; Charalampous et al., 2019) suggested that the concept comprises the affective temper of individuals, their desires, their independence, and how capable they perceive themselves. On the other hand, Ryff (1989; Ryff & Keyes, 1995; Charalampous et al., 2019) proposed that it consists of self-acceptance, autonomy, environmental proficiency, positive interactions, maturation, and intention in life.

According to Diener et al. (2010), in recent years a vast number of psychological theories of human flourishing — considered to be a high level of well-being (Hojabrian, Rezaei, Bigdeli, Najafi, & Mohammadifar, 2017) — have been developed, in order to complement the measures of subjective well-being. Researchers have been facing difficulties in reaching a consensus regarding the definition of flourishing, so it is not clear what should be used in research (Hojabrian et al., 2017). Flourishing is, in fact, a

corporation of psychological, emotional, and social well-being (Keyes, 2005; Silva & Caetano, 2011). In Diener et al.'s opinion (2010), this construct englobes aspects of positive interrelations, engagement, purpose and meaning, self-worth, capability, hope, and social contribution.

2.3.2. Theoretical Framework

Existing studies have empirically registered workplace attributes accommodating unsuitable demands on employees and insufficient support provision for employee needs, such as the need for “*competence, relatedness, and self-acceptance*” (Diener et al., 2010, p. 144).

Several workforce circumstances can cause low psychological well-being which is referred to as being a crucial health risk for employees (Robertson & Cooper, 2010), as is the case for physical illnesses. Recent literature corroborates the associations of employee well-being with the job-demand-control model (e.g., Aronsoon et al., 2017; Piao & Managi, 2022), lack of social support (e.g., Moen et al., 2016), high psychological demand (e.g., Bonde, 2008), etc. The lack of psychological well-being causes a decrease in work performance or quality of service delivery lessening organizational commitment and satisfaction, greater turnover, and reduced consumer pleasure and allegiance (Wang, Guchait, & Paşamehmetoğlu, 2020). Moreover, in Butt et al.'s (2020) review, well-being is reported to be associated with work performance (Bakker & Oerlemans, 2011), intention to leave (Hakanen & Schaufeli, 2012), organizational citizenship behaviors (Paul & Garg, 2013), and hostile attitude towards colleagues and supervisors (Hershcovis et al., 2007).

On the other hand, there are a lot of benefits to promoting health among workers, such as better production, better staff retention, and a lower tendency to sickness (Abdin et al., 2018; Kerr, Cox, & Griffiths, 1996). Studies have found that employees high in subjective well-being tend to be more enterprising, adventurous, and aware of their professional careers with higher standards for their growth (e.g., Fan et al., 2014; Butt et al., 2018).

Regarding flourishing, employee flourishing seems to encourage feelings of contentment and subjective well-being (Silva & Caetano, 2011). Individuals do flourish when they undergo psychological functioning such feelings of mastery, growth, and thriving (Butt et al., 2018). Furthermore, people who have a great sense of flourishing

work more independently, have better goals in life, hope to take advantage of their own potential, and are able to modify their own environments according to their needs (Diedericks & Rothmann, 2013). Following Fredrickson's (2011) broaden and build theory, flourishing at work assists employees to boost their abilities and grow as individuals, developing companionships with their co-workers.

2.4. Mindfulness

2.4.1. Historical Contextualization and Concept

Mindfulness, derived from Buddhist psychology and philosophy, has gained wide popularity in the last decades, due to important scientific interest and findings (Grossman, 2019). Mindfulness training is a multimodal intervention grounded on the principles of positive psychology with a central focus on skills that can soften suffering and enable more effective coping (Bartlett et al., 2019).

Mindfulness was firstly introduced by Jon Kabat-Zinn (Kabat-Zinn, 2003; Zenner, Herrnleben-Kurz, & Walach, 2014; Anālayo, 2019). Initially, mindfulness practice was viewed as a religious aspect but over time scholars became particularly interested in the application of this technique to individuals' health, facilitating a perceptual stance of unfastened observation (Kabat-Zinn, 1990; Vandenberghe & Assunção, 2009; Hilton et al., 2019).

There hasn't been reached a consensus yet concerning its definition, which makes it harder to conceptualize it. Kabat-Zinn (2003) defines mindfulness as "*the awareness that emerges through paying attention on purpose, in the present moment, and non-judgmentally to the unfolding of experience moment by moment*" (p. 144). Similarly, Roeser (2013) reported that it is a non-judgmental consciousness of people concerning the present-moment events that are interrelated with their calmness and tenderness. A mindful individual does not lie about past situations, nor do they consider future actions, therefore they are only concerned about actions taken place in the present moment (Pattnaik & Jena, 2020).

Other definitions describe it as a *trait* that differs from person to person (e.g., Brown & Ryan, 2003) — the so-called *dispositional mindfulness*. Dispositional mindfulness has been operationalized as a one-dimensional (Brown & Ryan, 2003), two-dimensional (Davis et al., 2009), or multidimensional construct with up to five

mindfulness facets (e.g., Feldman et al., 2007; Malinowski & Lim, 2015). Thus, mindfulness is considered a fairly stable but trainable ability and can be instigated through short exercises (Alvear, Soler, & Cebolla, 2022; Brown & Ryan, 2003). Yet, it has been argued that mindfulness is a psychological state that changes in moments within an individual and doesn't require meditation—state *mindfulness* (e.g., Brown & Ryan, 2003; Dane, 2011; Pattnaik & Jena, 2020).

The meditation practice is another use of the term mindfulness that can ease the mindful state. Mindfulness meditation, or meditation more widely, concerns the mental processes that share a common focal point in tuition the self-regulation of attention and consciousness (Lomas, Ivrtzan, & Fu, 2015), to enhance the voluntary management of mental processes (Lomas et al., 2017).

2.4.2. Theoretical Framework

Organizations are embracing certain approaches, such as it is the case of mindfulness, to enhance workplace functioning and support optimal production of employees (Hilton et al., 2019). It is claimed that it must be contemplated what effect it has on employees from a diversity of work environments (Kotzé & Nel, 2016). Mindfulness-based interventions have captivated notable attention in clinical psychology and associated fields, so given the positive outcomes, the interest in implementing equivalent interventions such as education (e.g., Meiklejohn et al., 2012), coaching (e.g., Cavanagh & Spence, 2013), or leadership training (Reb et al., 2015) is growing quickly (Malinowski & Lim, 2015).

Mindfulness has multiple theoretical frameworks (Brown and Ryan, 2003). Firstly, it is inserted into the postpositivist tradition and constructivist paradigm (Creswell, 2014; Li, 2021), including the *reflexive self-consciousness theory* that focuses on the individuals and their events as the object of attention (Duval & Wicklund, 1972, Li, 2021); *integrative awareness theories* emerging from psychodynamic, humanistic, cognitive behavioral, and motivational attitudes, which are concerned with both internally and externally occurrences of the individuals to increase their performance (Ryan, 1995; Li, 2021); and the *seminal theoretical framework* of Shapiro et al. (2006), that explains the dimensions of mindfulness based on three main axioms, specifically, *intention*, *attention*, and *attitude*. The first axiom mentions the inherent rationale behind practicing or desiring mindfulness (Li, 2021). The

second axiom discusses the attention paid to the present moment regarding the experience (Li, 2021). The third axiom directly impacts the second one and covers how individuals discern and approach the practice (Shapiro et al., 2006; Li, 2021).

Based on the conservation of resources (COR) theory, mindfulness is considered to be one of the powerful ways to manage stress since it magnifies peoples' resiliency and assists them reduce the negative effects of fear, so those who can stay in the present moment and can be involved in the emotions as they occur are more capable to cope with the strain (Chen & Eyoun, 2020). According to the theory, it is recognized as a personal asset that promotes psychological performance and lessens mental processes (Carmody et al., 2009), thus it works as a lever for mitigating negative symptoms such as emotional exhaustion (Chen & Eyoun, 2020).

Mindfulness is viewed as a mechanism that enhances psychological well-being, promoting new levels of spirituality, and thus ameliorates cognitive and brain functioning, and promotes longevity and physical health. Also, it improves social relationships at work and cultivates ethical values (Grossman, 2019; Glomb et al., 2012). The emerging literature on organizational psychology and management proposes that mindfulness is associated with greater workplace functioning (Glomb, Duffy, Bono, & Yang, 2011), and fosters resilience that may aid in preventing burnout and secondary traumatic stress (Harker, Pidgeon, Klaassen, & King, 2016).

Bartlett et al. (2019) and recent findings (e.g., Lomas et al., 2017) propose that mindfulness training should expand individuals' level of mindfulness and notice advantages for employee stress, mental health, and well-being outcomes, such as sleep (e.g., Khoury et al., 2015; Paz, 2015). Also, it is linked to better work performance and job satisfaction, with great associations with work engagement (Shiba, Nishimoto, Sugimoto, & Ishikawa, 2015), leadership, productivity (King & Haar, 2017), empathy and perspective taking (Van Lange & Van Doesum, 2015), attentional and cognitive functioning (Bartlett et al., 2019), academic performance, turnover intention, and resilience and social relationships (Kotzé & Nel, 2016). Furthermore, by implementing mindfulness techniques in the workplace there is a strong likelihood that there will be improvements in the decision-making process, communication, task performance, creativity, and goal attainment (Pattnaik & Jena, 2020). In turn, antisocial behavior and negative emotions such

as frustration and burnout symptoms may decrease (Dane, 2011; Glom et al., 2011; Malinowski & Lim, 2015; Kotzé & Nel, 2016).

The following section will allow to deepen the field of the study, aiming to present a proposed research model that contemplates all the variables in interaction.

2.5. Theoretical Integration and Development of Conceptual Model

In contemporary organizations, employees are contemplated as being the most valuable source since it warrants a competitive advantage over rivals (Singh et al., 2019), which has led companies to focus on human features rather than solely on profit or financial resolutions — employee-centered policies (Blancero et al., 2009; Ali et al., 2018). These policies are well seen in the eyes of employees, and this is believed to be the only manner that makes organizations offer significance to them (Ahmed & Nawaz, 2015; Ali et al., 2018), and this belief is entitled to perceived organizational support.

Similarly, employee engagement is found to be important in providing a way of perceiving the impact of emotions apace with rationality in working life, integrating many aspects of human resources, such as employee satisfaction, psychological contract, motivation, and total rewards (McBain, 2007). That is, Joo and Lee (2017) found a positive association between perceived organizational support and engagement, based on motivational processes (e.g., social exchange theory (SET), and norm of reciprocity). Thus, employees with high levels of perceived organizational support seem to become more committed to their work as part of the social exchange theory's (SET) reciprocity norm to aid their organizations to achieve the goals proposed (Bonaiuto et al., 2022).

Additionally, the latest advanced studies suggest that perceived organizational support connects to fairness and the advantageousness of the rewards. Therefore, perceived organizational support from supervisors seems to boost motivation contributing to better employee performance (Chen & Eyoun, 2021). Researchers also reported that employees were extremely engaged in their jobs when they perceived great support from the organization (Ali et al., 2018; Arshadi & Hayavi, 2013), and Murthy (2017) found that work engagement was countersigned by perceived organizational support. More recent literature (Alshaabani et al., 2021) explains that organizational support positively affects engagement.

In addition, findings suggest that employees had higher perceived organizational support when they were strongly engaged in their work, satisfied with their careers, and felt a greater sense of well-being in their lives (Saks, 2006). Correspondingly, Aldamman et al. (2019) report that perceived organizational support is crucial for employees' mental health, resulting in a lower predisposition to develop mental health issues and better general well-being.

High levels of employee engagement and psychological well-being have an impact on several outcomes linked to an organization's success (Robertson & Cooper, 2010). Therefore, there are studies (e.g., Wright & Cropanzano, 2000) that show positive associations between levels of psychological well-being and job performance, in which individuals with higher levels of psychological well-being perform better than those with lower levels. Engagement is positively related to the well-being of employees and negatively associated with burnout (Bakker & Demerouti, 2008; Schaufeli & Bakker, 2004). Nevertheless, some authors propose that work engagement and burnout are opposites in the same spectrum of well-being associated with work, which means that these constructs cannot be analysed independently (Garbero et al., 2019). On the contrary, another line of research implies that when employees are not "burned out" by their jobs doesn't mean they are engaged, nor are the workers with low levels of engagement "burnt out" (Schaufeli & Bakker, 2004; Garbero et al., 2019), so in this case the two constructs are classified as independent and distinct from each other.

Additionally, Schaufeli, Salanova, González-Roma, and Bakker (2002) emphasized the negative association between engagement and burnout, having a great impact on productivity and performance (Shuck & Reio Jr, 2014). That is, encouraging spirituality seems to affect employees' positive attitudes and perceptions of their organizations (Petchsawang et al., 2017). Similarly, Saks (2006) reported that when there is an impression that the organization supports their spiritual well-being, the probability of better performance and engagement is higher.

Similarly, when employees perceive that their well-being is a concern of the organization itself and that their contributions are being valued, they are more likely to repay by being more engaged (Petchsawang et al., 2017). Thus, perceived organizational support positively influences work engagement as it strengthens the inherent interest among both parties in their duties and tasks (Imran et al., 2020). This happens due to four

main reasons, according to Imran et al. (2020). Firstly, perceived organizational support endorses the belief that when emotional or material support is needed, the organization will provide it. Secondly, it satisfies socio-emotional needs such as bonding and esteem needs (e.g., Rhoades & Eisenberger, 2002). Thirdly, it conveys high prizes for good performances to employees. Fourthly, it seems to uplift the intrinsic attentiveness of workers to their duties by increasing self-efficacy (Eisenberger & Stinglhamber, 2011).

Literature (e.g., Roemer & Harris, 2018) suggests that there is a positive association between perceived organizational support and well-being due to an increased sense of support within the company. Thus, this generates positive feelings that consequently decrease absenteeism and promote higher levels of well-being. As a result, when employees feel a sense of belonging and they are in a healthy environment, they will have more personal tools/resources that will help them cope with the challenges. Research conducted by Hsieh, Wang, and Huang (2019), states that companies gain from expanding and promoting workers' core self-evaluations due to a significant great impact on employee well-being which, in turn, results in better organizational performance and success. Furthermore, one of the conclusions taken from the study is the need "*of boosting employees' perceived organizational support by creating a work environment with more care and concern for employees*" well-being (Hsieh et al., 2019, p. 668). An example of this would be to give them the chance to speak up about their worries and to actively be involved in the decision-making process. Finally, the authors emphasized the promotion of organizational practices and procedures to foster employee recognition through autonomy and training, promotions, etc.

According to Anggraeni and Febrianti (2022) and based on the social exchange theory (SET), individuals that feel supported and encouraged by the organization can evolve mindfulness by knowing deliberately what is going on in the organization. Also, previous research (Reb et al., 2015) on the antecedents of mindfulness and perceived organizational support accounts that mindfulness can be influenced by situational or environmental aspects (e.g., support from the organization). Findings from Anggraeni and Febrianti's (2022) study showed that mindfulness mediated the relationship between perceived organizational support and willingness to change, thus more mindful individuals are more prepared to change due to the good optimism they present. Also, they seemed to

be able to put thoughts and emotions aside from cognitive biases (Anggraeni & Febrianti, 2022).

Several studies relate individual mindfulness with individual well-being and positive attitudes at work (e.g., Reb et al., 2015; Anggraeni & Febrianti, 2022). Mindful individuals are up to putting aside their interpretation and evaluation of emotions and cognitive processes instinctively, which relieves stress and helps them to maintain optimism, self-efficacy, and positive outcomes that promote well-being (Kiken & Shook, 2011; Anggraeni & Febrianti, 2022; Paz, 2015). Under Malinowski and Lim's (2015) study, the more mindful employees were, the higher their work engagement and well-being tended to be. In Kolodinsky, Giacalone, & Jurkiewicz's (2008) research, and using Spillover Theory's insights, when individuals are content with their spiritual life it has an impact on their work-life — it “spills over”. Thus, when they are happy at their workplace, they are likely to be more engaged (Petchsawang et al., 2017).

It has been shown in the literature that mindfulness reduces negative symptoms of burnout and it is important for strengthening the personal resources of work engagement (Leroy et al., 2013). These authors concluded that authentic functioning mediates the association between mindfulness and work engagement. Thus, for employees to become more engaged in their jobs, they need to embody work-related tasks, deliberately selecting to engage in them for self-determined purposes. Leroy et al. (2013) found this association by giving a concrete example: people being mindful while writing a report at work may raise the probability of being more committed or absorbed in the writing process, without being conscious.

Several studies (Leroy et al., 2013; Aikens et al., 2014; Albrecht, 2010; Petchsawang et al., 2017) showed that mindfulness meditation is positively associated with work engagement, so the level of work engagement seemed to be higher in workplaces that provided meditation courses compared to those that did not. It has also been established that when people are mindful when working, engagement is strengthened, by aiding employees comprehend themselves and their peers. Being mindful while executing duties and tasks, aids employees comprehend themselves and peers and, as a result, translates into a higher engagement. Dedication, which is a dimension of the work engagement scale, seems to have the highest correlation with mindfulness meditation (Petchsawang et al., 2017), reporting the development of a strong mindset that allows work deeper due to the

excitement to do tasks (Payutto, 2002). Osman-Gani et al. (2013) also showed that mindfulness results in a higher potential and takes advantage of several psychological aspects such as intrinsic motivation, creativity, and commitment, leading to a stronger engagement at work (Petchsawang et al., 2017).

3. Aims and Objectives of this Dissertation

Although a substantial body of research has examined the antecedents of each variable independently in the present study, that can be found in journals in the widest range of fields, such as education and occupational health, investigating all four in interaction contributes to a new line of the investigation never done before. In fact, in recent decades, there has been an increase in studies regarding topics related to positive psychology, namely, the worker as a focal point in the organization.

The literature review allowed us to conclude the benefits that the variables under study establish among themselves. However, so far, the assumed beneficial effects of them in work-related settings are limited and there is a scarcity of studies relating three or even two of the variables (i.e., perceived organizational support and mindfulness). Similarly, very little is known as to whether the findings presented in the literature review portray the Portuguese reality. Furthermore, although there is a sufficient number of studies analyzing the relationship between perceived organizational support and successful and healthy engagement in the workplace, very little is known about the moderating roles of mindfulness and well-being. Hence, it is important to study the antecedents and mechanisms of the factors that facilitate employee engagement and understand how these are generated.

To address this gap in research, the purpose of this dissertation is to examine the relations between perceived organizational support, engagement, well-being, and mindfulness, thus it aims to predict the effect of perceived organizational support on engagement and better understand the moderating roles of well-being and mindfulness between perceived organizational support and engagement.

Therefore, the ultimate goal is to help guide organizations and encourage employees to be aware of the importance of psychological safety in their workplaces, emphasizing the roles of happiness and wellness in organizations. In addition, it is aimed to give an overview of the current results for the population sampling in this project,

revealing the positioning of each variable of the study, in comparison with other global samples. Based on the results, this study will aid companies on whether it is remarkable to center on mindfulness techniques and assisting employees to be more engaged and cheerful at work since it is stated that it leads to a better adjusted, more enthused, and less alienated workforce, and consequently increase production.

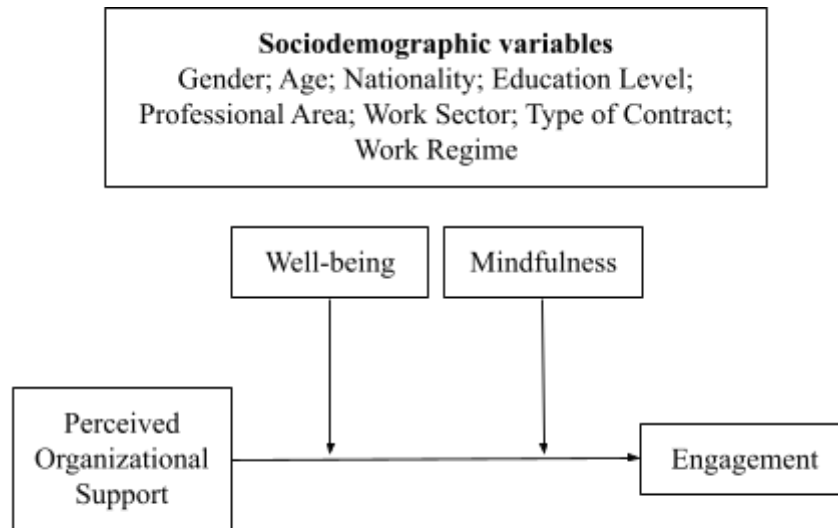


Figure 1. *The Proposed Research Model*

Two overarching research questions led our study: (a) how are the four variables under study related? and (b) do well-being and mindfulness moderate the relationship between perceived organizational support and engagement?

Therefore, based on the objective set for this study, the following hypotheses were developed to be tested:

H1: Perceived organizational support predicts engagement.

H2: Well-being moderates the positive relationship between perceived organizational support and engagement such that the relationship is stronger for employees who have higher levels of well-being than employees who have lower levels of well-being.

H3: Mindfulness moderates the positive relationship between perceived organizational support and engagement such that the relationship is stronger for employees with higher levels of mindfulness than employees with lower levels of mindfulness.

4. Method

4.1. Participants

A total of 334 participants completed all measures under analysis in this project, of which 287 (63.1%) were female, and 111 (24.4%) were male. Participants ages ranged from 18 to 75 years ($M = 40.32$; $SD = 12.56$). Most of the individuals were Portuguese (85.1%), some were Brazilian (2.3%) and only one was Bolivian (0.2%).

Regarding the highest level of education attained, 72.1% of respondents had superior education. In terms of job category, the respondents worked in the most diverse areas such as social and human sciences (i.e., psychology and sociology), with a percentage of 12.9%; business, economics, and finance with the highest percentage (19.3%); and education (14.7%). See table 1 for further detail.

Most of the participants worked in the private sector (47.7%) and 36% worked in the public sector. More than half of the respondents (72.1%) were assigned to a full-time job, while 9.2% took a part-time job. Regarding the work regime, 58.9% reported being presential at work, 9.2% worked remotely, and 19.3% adopted a hybrid mode.

Table 1. Respondents' Summary ($N = 455$)

Characteristics	Category	Values
Gender	Female	287 (63.1%)
	Male	111 (24.4%)
Age	18 - 75	$M = 40.32$; $SD = 12.56$
Nationality	Portuguese	387 (85.1%)
	Brazilian	10 (2.3%)
	Bolivian	1 (0.2%)
Education Level	Primary	3 (0.7%)
	Secondary	67 (14.7%)
	Superior	328 (72.1%)
Professional Area	Social & Human Sciences	51 (12.9%)
	Arts & Design	12 (3.01%)
	Business, Economics & Finance	77 (19.3%)
	Service Administration	28 (7.03%)
	Engineering & Production	21 (5.3%)
	Law Services	13 (3.3%)
	Health & Wellness	45 (11.3%)
	Communication & Marketing	20 (5.02%)
	Hospitality	8 (2.01%)
	Education	67 (14.7%)
	Technology & IT	21 (16.8%)
	Other	35 (8.8%)

Work Sector	Public	164 (36%)
	Private	217 (47.7%)
	Association/NGO	10 (2.2%)
	Another	7 (1.5%)
Type of Contract	Full-time	328 (72.1%)
	Part-time	42 (9.2%)
	Another	28 (6.2%)
Work Regime	Face-to-face	268 (58.9%)
	Remote	42 (9.2%)
	Hybrid	88 (19.3%)

4.2. Instruments

A quantitative study approach was used. The online survey encompassed questions on sociodemographic data to gather different information for the study, and the application of four different instruments. The following section provides the development and measurement of each variable and their respective items (see Table 2 for descriptive statistics and reliability indices).

Perceived Organizational Support. The short version of the “Survey of Perceived Organizational Support” (SPOS) was used, developed by Eisenberger (1986), and adapted and translated for the Portuguese population by Santos and Gonçalves (2010). This scale aims to assess workers' convictions regarding organizational support, and how several actions within the organization can benefit or harm the individual. It consists of eight items (e.g., “*My organization truly cares about my well-being*”) and it is evaluated on a 7-point Likert scale (1 = *Strongly Disagree* to 7 = *Strongly Agree*). Studies suggest that the coefficient is greater than 0.90 (Rhoades & Eisenberger, 2002). Four items that incorporate the scale are inverted (2, 3, 5, and 7). Santos and Gonçalves (2010) were able to identify a factorial solution composed of two factors, an affective component, and a cognitive component.

Engagement Scale. The long version of the “Utrecht Work Engagement Scale” (UWES-17) developed by Schaufeli et al. (2002) was used. It was adapted to the Portuguese language by Santos (2011) and validated for the Portuguese population by Martins (2013). The questionnaire is composed of 17 items, of which six incorporate the *vigor* dimension (1, 4, 8, 12, 15, and 17), five characterize the *dedication* dimension (2, 5, 7, 10, and 13) and the rest measure the *absorption* dimension. The instrument is scored on

a 7-point *Likert* scale (from 0 = *Never*, to 6 = *Always*) which includes statements such as “My job inspires me” and “I feel strong and vigorous in my job”.

Flourishing Scale. Based on the idea of human flourishing, and intending to complement other measures of subjective well-being, Diener et al. (2010) developed the “Flourishing Scale”. The adaptation for the Portuguese population by Raposo, Sesifredo, and Francisco (2018) was applied in the project. According to Diener et al. (2010), this instrument is a brief eight-item measure to study the individual’s level of perceptiveness in several domains of their life, such as positive relationships, self-esteem, purpose, and optimism. Therefore, the scale gives a single psychological well-being score and it is evaluated on a 7-point Likert Scale ranging from 1 = *Strongly Disagree* to 7 = *Strongly Agree*. A high score on the scale infers that respondents have a positive self-image in important areas of functioning.

Mindfulness Scale. Participants' level of mindfulness was measured using the “Mindful Attention Awareness Scale” (MAAS), designed by Brown & Ryan (2003). The Portuguese version was applied, which was translated and adapted by Gregório and Pinto-Gouveia (2013). To retrieve this scale, I have contacted the authors of the scale (i.e., Gregório and Pinto-Gouveia) to be able to apply it in this study. This instrument is a 15-item self-report measure designed to evaluate a core characteristic of mindfulness: a receptive state of mind in which attention attends to its object and is informed by an open and accepting awareness of what is occurring in the present moment (Brown & Ryan, 2003; Carlson & Brown, 2005). The items are assessed on a 6-point scale anchored by 1 = *Almost Always* to 6 = *Almost Never*, which includes statements like “I have difficulty staying focused on what is happening in the present” or “I seem to run on autopilot, without much awareness of what I am doing”.

Table 2. *Characteristics of Study Variables*

Scale	<i>N</i>	Items	Cronbach’s α	<i>M</i>	<i>SD</i>
Perceived Organizational Support	367	8	0.91	4.51	0.18
Utrecht Work Engagement	351	17	0.93	5.46	0.39
Flourishing	347	8	0.88	5.88	0.17
Mindfulness Attention Awareness	334	15	0.90	4.19	0.42

4.3. Procedure, Data Collection and Analysis

The survey was conducted online by Qualtrics.com, which is an international dissemination platform for academic studies. Thereafter, the survey was distributed online, and participants were recruited via posts shared on social media, such as Facebook, LinkedIn, Whatsapp, etc. Also, to collect more responses, it was posted onto survey exchange groups, where researchers answer other studies' questionnaires and in return have their own answered by the research community. The survey was open from November 17th of 2021 until March 3rd of 2022.

Before filling out the questionnaire, participants were informed about the project's procedures (i.e., aim, objectives, etc.) as well as ethical concerns, making sure that the participation was anonymous and voluntary, having the possibility to leave it at any time. Therefore, the condition of being of legal age and having been employed for at least six months was explicit in the consent, which they had to agree to continue. The average time to complete the questionnaire was eight to ten minutes.

After accepting the consent form, participants were asked to fill out eight socio-demographic questions (age, gender, education level, nationality, professional practice area, work sector, type of contract, and work regime). The next section consisted of the application of the four instruments. The survey ended by thanking respondents for their participation.

The data collected then was transferred to the SPSS database (Mac Version 28), to handle the statistical analysis of the results. There were made a few corrections to the database: (1) reversing items (i.e., four items from perceived organizational support); (2) recoding values (i.e., gender); and (3) computing variables.

Later, a moderation analysis using SPSS PROCESS macro by Hayes (2021) version 4.0, was carried out to conduct an observed-variable moderation process analysis concerning the model proposed in this project.

The results were considered statistically significant when $p < .05$.

5. Results

Afterwards, descriptive analyses were conducted. Table 3 shows the means and standard deviations, the minimum and maximum of perceived organizational support, engagement, well-being, and mindfulness.

Table 3. Descriptive Statistics for Perceived Organizational Support, Engagement, Well-being, and Mindfulness

Variable	<i>N</i>	Minimum	Maximum	<i>M</i>	<i>SD</i>
Perceived Organizational Support (SPOS)	367	8	56	36.10	11.01
Engagement (UWES)	351	25	119	92.83	18.75
Well-being (FS)	347	8	56	47.07	6.41
Mindfulness (MAAS)	334	27	90	62.79	13.36

One-Sample T-Tests were handled to assess if the questionnaire results of the four variables in this study, namely, perceived organizational support, engagement, well-being, and mindfulness would differ significantly in comparison to other results of other samples.

The descriptive statistics of perceived organizational support showed that 36.1 (*SD* = 11.01) is the average result score for our study sample. The results reveal a significant difference in the Portuguese sampling in different organizational settings compared to the sample of industrial employees working in Iran (Arshadi & Hayavi, 2013). Therefore, our population reported higher levels of perceived organizational support than found to the Iran population ($t(366) = 19.21, p < .001$), see table 4. Concerning engagement, the descriptive statistics of engagement showed that 92.83 (*SD* = 18.75) is the average result score for the Portuguese participants. The results show a significant difference in the Portuguese sampling in different organizational settings compared to the sample of employees working in Uruguay (Garbero et al., 2019). Hence, our population reported higher levels of engagement than found in the Uruguayan population ($t(350) = 20.39, p < .001$), see table 5.

Table 4. Perceived Organizational Support One-Sample T-Test

	<i>t</i>	<i>df</i>	Sig. (2-tailed)	Mean difference	95% Confidence Interval of the Difference	
					Lower	Upper
Perceived Organizational Support (SPOS)	19.21	366	.00	11.13	9.99	12.27

Note. Test Value = 29.97. Level of confidence for all confidence intervals in output: 95.0000.

Table 5. Engagement One-Sample T-Test

	<i>t</i>	<i>df</i>	Sig. (2-tailed)	Mean difference	95% Confidence Interval of the Difference	
					Lower	Upper
Perceived Organizational Support (SPOS)	20.39	350	.00	20.41	18.44	22.38

Note. Test Value = 72.42. Level of confidence for all confidence intervals in output: 95.0000.

Concerning the moderator variables, the descriptive statistics showed that 47.07 ($SD = 6.41$) is the average result score of the Flourishing Scale for our study sample. The results reveal a significant difference in the Portuguese sampling in different organizational settings in comparison to the sample of employees working in a full-time job, in the same country (Silva & Caetano, 2011). Therefore, our population reported higher levels of flourishing / well-being than found in the population as a whole ($t(346) = 12.08, p < .001$), see table 6. The Mindfulness Attention Awareness Scale shows an average result score of 62.79 ($SD = 13.36$). The data reveal a significant difference in the Portuguese sampling in different organizational settings in comparison to the sampling made up of 889 Portuguese young adults, conducted by Paz (2015). Therefore, our population reported higher levels of mindfulness than found in the other population ($t(333) = 2.75, p < .001$), see 7.

Table 6. Flourishing One-Sample T-Test

	<i>t</i>	<i>df</i>	Sig. (2-tailed)	Mean difference	95% Confidence Interval of the Difference	
					Lower	Upper
Well-being (FS)	12.08	346	.00	4.15	3.48	4.83

Note. Test Value = 42.92. Level of confidence for all confidence intervals in output: 95.0000.

Table 7. *Mindfulness One-Sample T-Test*

	<i>t</i>	<i>df</i>	Sig. (2-tailed)	Mean difference	95% Confidence Interval of the Difference	
					Lower	Upper
Mindfulness (MAAS)	2.75	333	.00	2.01	.57	3.45

Note. Test Value = 60.78. Level of confidence for all confidence intervals in output: 95.0000.

Using Model 2 (PROCESS, v4.0, Hayes, 2021), we entered perceived organizational support as the independent variable, mindfulness, and well-being as the moderator variables, and engagement as the dependent variable.

The relationship between the predictor and the moderators can be seen in Table 8, so as it is significant ($p < .001$), we can report that all predictors and interactions taken together significantly predict the variance of the dependent variable.

Perceived organizational support significantly predicted engagement, $b = .19$, $SE = .04$, $t(333) = 4.85$, $p < .001$, 95% CI [0.11; 0.26]. Well-being did predict engagement, $b = .40$, $SE = .08$, $t(333) = 4.90$, $p < .001$, 95% CI [0.24; 0.56], as well as mindfulness predicted engagement, $b = .26$, $SE = .06$, $t(333) = 4.03$, $p < .001$, 95% CI [0.13; 0.38]. However, H2 and H3 cannot be confirmed since $p > .05$, indicating that neither the well-being variable nor the mindfulness variable is a moderator of the relationship between perceived organizational support and engagement.

Table 8. *Model Summary and Effects on Engagement*

Outcome: engagement						
<i>R</i>	<i>R-sq</i>	<i>MSE</i>	<i>F</i>	<i>df1</i>	<i>df2</i>	<i>p</i>
.55	.31	.83	29.3	5.00	328.00	<.001

Main model						
	<i>Coeff</i>	<i>se</i>	<i>t</i>	<i>p</i>	<i>LLCI</i>	<i>ULCI</i>
Perceived organizational support	.19	.04	4.85	<.001	.11	.26
Well-being	.40	.08	4.90	<.001	.24	.56
Mindfulness	.26	.06	4.03	<.001	.13	.38

Note. $N = 334$; Level of confidence for all confidence intervals in output: 95.0000; Number of bootstrap samples for percentile bootstrap confidence intervals: 5000.

Hence, with the regression analysis considered, the final model can be presented in the figure below.

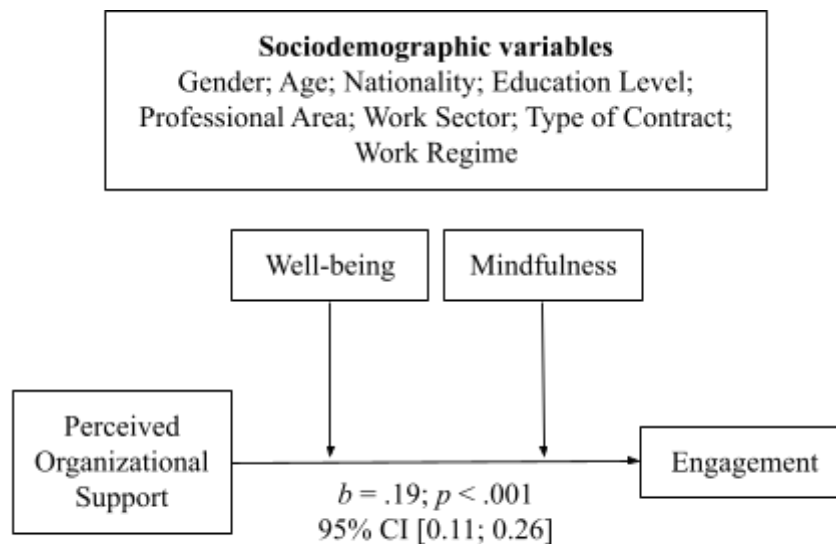


Figure 2. Results for the Testing Hypothesis

6. Discussion

This study aims to contribute to the positive psychology and organizational support theory literature by examining the moderation roles of well-being and mindfulness in the relationship between perceived organizational support and engagement. Thus, we have answered the call for more insights into the circumstances under which aspects can be promoted in organizations to attain higher levels of engagement. This consisted of conducting a regression analysis for the independent variable (perceived organizational support) and the two moderator variables (well-being and mindfulness), as well as a

descriptive analyses of the four variables and respective scales, and *t*-tests for one sample mean to test if there were significant differences among other means of other populations.

Analysis from Hypothesis 1 provided evidence of the relation between perceived organizational support and engagement. Perceived organizational support significantly predicted engagement. Therefore, when people are rewarded for their work, employing organizational support, they are more committed to performing a given task. This pattern of results is consistent with previous literature. Findings provide support for Joo and Lee's (2017) study in a workplace context as well as empirical work pioneered by Imran et al. (2020). For instance, results suggested that when employees perceive their organizational support as positive, they seem to be greatly engaged in their jobs, fulfilled with their occupations, and feel a better sense of well-being in their daily lives. Furthermore, Imran et al. (2020) reported that perceived organizational support positively affects employee work engagement since it strengthens their inherent interest in duties and tasks. Ali et al. (2018) inferred that collaborators had higher levels of engagement in their work when they perceived their organization supplied support for them. Murthy (2017) also reached the same conclusion, in which employees seem to show more engagement with their work in highly supportive organizations. Perceived organizational support is crucial to employees' well-being and mental health (Aldamman et al., 2019), consequently improving their careers through high levels of engagement.

Given the fact that all variables under study correlate positively with each other, as we can verify through the regression analysis, it was anticipated that the moderation analyses would also give statistically significant values (H2 and H3).

Firstly, a large body of evidence showed that when individuals view that they are being taken care of and valued by the organization and their well-being is being supported, the likelihood of performing better is higher (Saks, 2006). Similarly, there is a consequent decrease in absenteeism and turnover intentions (Roemer et al., 2018) due to the positive feelings experienced. Therefore, employees are less probable to be tardy, absent or resign (Arshadi & Hayavi, 2013).

Secondly, mindfulness is also reported to be related to perceived organizational support and engagement. Relying on conservation of resources (COR) theory, feelings of emotional and physical tension such as stress have central environmental, social, and cultural bases concerning the requests on people to obtain and preserve the circumstances

that guarantee their well-being and detach themselves from threats to well-being (Hobfoll et al., 2018). That is, individuals with higher resources will be set up for gains in resources (e.g., the ability to cope with stress through mindfulness meditation or openness to feel taken care of by the organization). Following the social exchange theory (SET), when people are emotionally assisted and motivated by the organization, they are more able to reach a more mindful state (Anggraeni & Febrianti, 2022). Moreover, the literature suggests that mindfulness is positively related to engagement, thus commitment toward tasks is higher in organizations in which individuals have higher levels of mindfulness (e.g., Petchsawang et al., 2017).

Therefore, it was expected that not only well-being and mindfulness would moderate the relationship between perceived organizational support and engagement, but the relationship might be stronger for employees with higher levels of well-being and mindfulness than for employees with lower levels of well-being and mindfulness as well. The fact that these two hypotheses were not corroborated may have been due to the organizational culture not being controlled, since the sample of the present study was composed of individuals from different organizations (e.g., city councils, state business sectors, law firms, assurance, and advisory companies, etc.) In fact, employees' perceived organizational support levels vary greatly, that is, there must be some who must feel very little organizational support and others who felt a lot. In this model, well-being and mindfulness will only enhance this relationship between perceived organizational support and engagement in cases when individuals have high levels of support from the organization.

The descriptive statistics of the variables / scales could help to better understand and interpret the model test. All these data revealed that the study participants are well above average in terms of perceived organizational support, engagement, well-being, and mindfulness showing statistically significant differences when compared to other means — whether in Portuguese or foreign samples (e.g., Silva & Caetano, 2011; Paz, 2015). However, the fact that perceived organizational support levels were higher in our Portuguese sample does not help us to explain why the moderation analyses did not give significant results. Therefore, we don't know if the disparity of differences can be clarified because of, for instance, the work sector. Almost half the participants are employed in the private sector, and it is known that usually there are differences regarding pay, fringe

benefits, and pension between public and private settings. In Portugal, bonuses, general rewards, gratuities, and promotional opportunities are more common in private institutions.

The present study failed in providing an integrative research model with its predictor variable and moderators, but it indeed provided contributions and more insights into the dynamics of the variables, such as the presence of correlations between variables that were not foreseen (i.e., the correlation between perceived organizational support and mindfulness).

7. Limitations and Future Recommendations

This study also acknowledges its limitations pertaining to the temporal scope, the survey, and the nature of the data.

Temporal scope. Our data was collected at a single time point. The fact that the design was cross-sectional may have enhanced specific process biases. Employees with a better perception of organizational support, at the outset, can be anticipated more to flourish and engage in work. Therefore, future research in theoretical models might employ experimental and longitudinal investigation to demonstrate not only causality but to provide insights into the changes in the variables over time as well.

Distribution of the survey. In this study, a convenience sampling of employees in Portugal was used, relying on a self-reported survey, which might have caused social desirability bias. Nonetheless, self-report is valid and reliable in well-being measures because the nature of the research question is centrally subjective (Caputo, 2017). Grossman (2018) highlights the importance of particular and objective external references to contrast with the self-report responses. Examples of these objective measures would be turnover intention or absenteeism, which can be incorporated in future projects of this nature. Additionally, the variety of employees' profiles could have been larger therefore, to increase generalizability, future studies might also analyse whether the outcomes of this study can be expanded to cross-cultural settings by assembling data from different countries (across Europe) and industrial characteristics to ameliorate the generalizability of the results.

Nature of the data. Quantitative data was used in this study to conduct all the analyses. We recommend that future papers may use mixed-method or qualitative research to complete the exploration of the interplay of study variables.

Future research should address these limitations and, most importantly, address the new findings found in the data. Although, as evidenced by the literature review, well-being and mindfulness are variables that could better explain the moderation process between perceived organizational support and engagement, the moderation effect was not verified in this study. Considering that a study was carried out with a random sample of individuals from different organizations, it would be interesting to control the effect of culture and organizational climate in future studies. Another investigation focused on cases with specific cultures and using a mixed methodology, indicated previously in the *temporal scope* section, could bring us more insights into the effect of these variables. Also, the organization size that each participant belongs to as a control variable should be addressed in subsequent research to test if it can have a significant impact on the results.

Moreover, future studies should consider if the results collected from this study have an association with the work regime (e.g., does the type of work regime affect the levels of well-being and mindfulness and consequently impact levels of engagement?), to understand if this sampling characteristic can be a variable that can influence the results. Also, it is recommended that later research explore further processes by contemplating other related variables and incorporate cross-level analyses at team, department, and organization levels.

Lastly, the application of advanced statistical techniques (e.g., structural equation modeling), to achieve vast results, is encouraged to validate the proposed framework.

Conclusion

In the present study, we set out to develop and empirically test an integrative model that explains how perceived organizational support, well-being, and mindfulness are related to engagement. We checked the direct relationship to whether perceived organizational support predicts engagement. The results confirmed that perceived organizational support indeed predicts employee engagement (H1). Similarly, we tested the moderating roles of well-being (H2) and mindfulness (H3) on the relationship between perceived organizational support and engagement. However, the data does not provide sufficient evidence to support these last two hypotheses.

Nevertheless, despite these constraints, the data collected still provided an understanding of the predictions on engagement. That is, the data indicate that all the

variables under study are positive predictors of engagement, so it is an important antecedent of all the variables. The descriptive statistics and consequently *t*-student analyses allowed us to conclude that Portuguese workers have higher levels of perceived organizational support, engagement, well-being, and mindfulness in comparison to other samples of other populations. Also, it brings useful knowledge in comprehending what the key aspects for individuals are when they aim to be successful and productive at work. Analogously to earlier organizational support theory (OST), our study findings suggest that favorable exchange relations between a worker and a company result in higher engagement in their jobs. Therefore, when people are rewarded for their work, employing organizational support, they are more involved and committed to the tasks. Employees with high involvement have greater psychological well-being, are more motivated, dedicated, focused, and committed to displaying good individual performance in attaining company goals.

The practice of mindfulness in an organizational context, as well as the concern with the levels of well-being of employees, has become increasingly a concern, especially in organizations where talent retention is essential for organizational survival. Moments dedicated to mindfulness sessions and measures to promote organizational well-being are well received by employees only when they feel that the organization cares about them, that is when levels of perceived organizational support are high.

The results of this paper indicate that human resources management and organizations themselves are required to excel in the existing association between the employee and the organization, and supply the workforce with reasonable financial and psychological endorsement in order to generate in them positive feelings such as that the organization cares for their contributions and has a concern for their well-being. Human resource divisions of the organizations should adopt a dynamic posture in implementing this perception among employees. Since perceived organizational support is a vital contributor to personal means and well-being among employees, organizations are recommended to carry out employee-oriented procedures that appreciate their contributions, recognize their achievements, acknowledge their own objectives, motivate them to speak up about their opinions and worries, provide emotional support, and cultivate a sense of safety and belonging at work. The development of perceived organizational support in employees will result in better work engagement, as well as

higher levels of well-being and mindfulness enhance engagement. Therefore, organizations should focus on establishing a nurturing environment for their employees to enhance engagement at work by creating emotional, psychological, and motivational states of well-being and mindfulness at work.

This investigation shows that our postulated model is plausible, but the effects of perceived organizational support need to be controlled — an experimental study design would be ideal in which there would be an experimental group and a control group with different levels of perceived organizational support. Hence, manipulating perceived organizational support levels and englobing the other variables with more humanistic people-centered cultures (or where there is greater cooperation and flexibility), compared to more traditional organizations (less humanistic, more focused only on goals and making profit), would improve this research. This is only the beginning to evolve future models on how to thrive in organizations and take advantage of employees' wellness and productivity.

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Appendices

Appendix A. Consent Form

Consent Form / Consentimento Informado

Olá!

Foi convidado/a a participar num questionário on-line realizado por Carolina Figueiredo e Sousa no âmbito de uma dissertação de mestrado, conduzido segundo os requerimentos do Programa de Mestrado em Psicologia Aplicada à Gestão e Economia na Universidade Católica Portuguesa.

A presente investigação tem como objetivo analisar a relação entre o suporte organizacional percebido e o envolvimento no trabalho, numa amostra de trabalhadores. Assim, torna-se uma condição ter idade mínima de 18 anos e estar empregado há, pelo menos, 6 meses.

O presente questionário tem a duração de cerca de 8 / 10 minutos.

A sua participação é de carácter voluntário e anónimo (sendo que pode desistir em qualquer momento), e os seus dados totalmente confidenciais que serão apenas utilizados para fins meramente estatísticos e académicos. Por favor, responda com sinceridade a todas as questões, uma vez que não existem respostas certas ou erradas.

Qualquer dúvida sobre o estudo ou procedimentos, não hesite em contactar através dos seguintes endereços:

Carolina F. Sousa: carolinaspfsousa@gmail.com

Professora Doutora Leonor Almeida: leonorsalmeida@gmail.com

Agradecemos a sua participação.

Ao seleccionar a seguinte opção, está a consentir com as condições descritas acima, que tem idade superior a 18 anos e que se encontra empregado há, pelo menos, 6 meses.

___ Consinto com as condições descritas acima, e declaro ser MAIOR DE IDADE e estar EMPREGADO HÁ, PELO MENOS, 6 MESES.

Appendix B. Sociodemographic Questionnaire

Sociodemographic Characterization / Caracterização Sociodemográfica

Q1. Género

Masculino

Feminino

Não binário

Q2. Idade

Q3. Nacionalidade

Portuguesa

Outra. Por favor, indique abaixo:

Q4. Educação

Primária

Secundária

Educação Superior

Q5. Indique a sua área de atuação profissional.

Q6. Indique o setor em que trabalha.

Público

Privado

Associação / ONG

Outro. Por favor, indique abaixo:

Q7. Indique o tipo de contrato do seu trabalho.

Full-time

Part-time

Outro. Por favor, indique abaixo:

Q8. Indique o regime do seu trabalho atualmente.

Trabalho presencial

Trabalho remoto

Modelo híbrido

Appendix C. Scales Questionnaire

Scales / Escalas

1. Perceived Organizational Support Scale (short version)

Abaixo estão 8 afirmações com as quais pode concordar ou discordar. Usando a escala abaixo, indique a sua concordância com cada item.

	Discordo totalmente	Discordo bastante	Discordo um pouco	Não discordo nem concordo	Concordo moderadamente	Concordo bastante	Concordo totalmente
A organização/instituição valoriza o meu contributo para o bem-estar institucional.							
A organização/instituição não aprecia devidamente o meu esforço profissional.							
A organização/instituição ignora os meus protestos.							
A organização/instituição preocupa-se realmente com o meu bem-estar.							
Mesmo que desempenhasse o meu trabalho o melhor possível, a organização/instituição não iria aperceber-se.							
A organização/instituição preocupa-se com a minha satisfação profissional.							
A organização/instituição demonstra muito pouca preocupação por mim.							
A							

organização/instituição preza a minha realização profissional.							
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2. Utrecht Work Engagement Scale

As 17 declarações a seguir são sobre como se sente no trabalho. Por favor, para responder aos itens pense nas suas tarefas profissionais e avalie com que frequência tem cada um dos seguintes sentimentos, crenças ou comportamentos.

	Nunca	1x/ano	1x/mês ou menos	Algumas vezes por mês	1x/semana	Algumas vezes por semana	Todos os dias
No meu trabalho sinto-me cheio(a) de energia.							
Acho que o meu trabalho tem muito significado e utilidade.							
O tempo passa a voar quando estou a trabalhar.							
No meu trabalho sinto-me com força e energia.							
Estou entusiasmado(a) com o meu trabalho.							
Quando estou a trabalhar esqueço tudo o que se passa à minha roda.							

O meu trabalho inspira-me.							
Quando me levanto de manhã apetece-me ir trabalhar.							
Sinto-me feliz quando estou a trabalhar intensamente.							
Estou orgulhoso(a) do que faço neste trabalho.							
Estou imerso(a) no meu trabalho.							
Sou capaz de ficar a trabalhar por períodos de tempo muito longos.							
O meu trabalho é desafiante para mim.							
"Deixo-me ir" quando estou a trabalhar.							
Sou uma pessoa com muita resistência mental no meu trabalho.							
É difícil desligar-me do meu trabalho.							
No meu trabalho sou sempre perseverante (não desisto), mesmo quando as coisas não estão a correr bem.							

3. Flourishing Scale

Abaixo estão 8 afirmações com as quais pode concordar ou discordar. Usando a escala abaixo, indique a sua concordância com cada item, indicando a sua resposta para cada afirmação.

	Discordo fortemente	Discordo	Discordo ligeiramente	Não discordo nem concordo	Concordo ligeiramente	Concordo	Concordo fortemente
Eu levo uma vida com propósito e significado.							
As minhas relações sociais são apoiantes e recompensadoras.							
Eu envolvo-me e interesso-me pelas minhas atividades diárias.							
Eu contribuo ativamente para a felicidade e para o bem-estar dos outros.							
Eu tenho capacidades e competências para realizar as atividades que são importantes para mim.							
Eu considero-me uma boa pessoa e tenho uma vida boa.							
Sou otimista acerca do meu futuro.							
As pessoas respeitam-me.							

4. Mindfulness Attention Awareness Scale

Em baixo encontra-se um conjunto de afirmações sobre a experiência do seu dia-a-dia. Usando a escala que se segue, indique por favor quão frequentes são estas experiências para si, ou não. Por favor, responda de acordo com o que realmente reflete a sua experiência e não com o que pensa que a sua experiência deveria ser. Considere cada item separadamente dos restantes.

	Quase sempre	Muito frequente	Relativamente frequente	Relativamente infrequente	Muito infrequente	Quase nunca
Posso estar a sentir uma emoção e só ter consciência disso mais tarde.						
Parto ou entorno coisas por descuido, por não prestar atenção ou por estar a pensar noutra coisa qualquer.						
Acho difícil permanecer concentrado/a no que está a acontecer no momento presente.						
Costumo andar depressa para chegar onde vou, sem prestar atenção ao que vou a sentir pelo caminho.						
Geralmente não me apercebo de sensações de tensão física ou desconforto, até que estas realmente agarrem a minha atenção.						
Esqueço-me do nome de uma pessoa quase no momento em que mo dizem pela primeira vez.						

Parece que funciono em "piloto automático", sem muita atenção consciente do que estou a fazer.						
Realizo apressadamente as minhas atividades, sem prestar muita atenção ao que faço.						
Fico tão focado/a no objetivo que quero alcançar que perco o contacto com o que faço momento a momento para o alcançar.						
Faço trabalhos e tarefas automaticamente, sem ter muita atenção consciente ao que estou a fazer.						
Dou por mim a ouvir alguém sem grande atenção e a fazer outra coisa qualquer ao mesmo tempo.						
Conduzo em "piloto automático" e, por vezes, pergunto-me como cheguei aquele sítio.						
Dou por mim preocupado/a com o futuro ou o passado.						
Dou por mim a fazer algo sem prestar atenção.						
Petisco sem estar consciente de que estou a comer.						

