

Research Paper

The Correlation Between Perceived Organizational Support and Employee Well-being in Indian and Vietnamese Self-Owned Enterprises

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ABSTRACT

While numerous studies have established the importance of Perceived Organizational Support (POS) and employee Well-Being (WB), research examining their relationship in the context of Self-Owned Enterprises (SOEs) in developing economies remains limited. This study addresses this gap by investigating how POS predicts employee WB in private enterprises in Vietnam and India, two countries with a high proportion of SOEs in the economy. Using a quantitative, cross-sectional design, data from 348 employees (181 from Vietnam, 167 from India) were analyzed using descriptive statistics, correlation, and multiple linear regression. The overall regression model was statistically significant, accounting for 46.6% of the variance in employee well-being ($R^2=0.466$). Importantly, this relationship was significantly moderated by nationality and work experience (tenure), providing strong support for the Theory of Work Adjustment (TWA). The predictive power of POS was stronger for Vietnamese employees ($R^2=0.424$) than for Indian employees ($R^2=0.392$), and it was significantly stronger for employees with more than three years of service ($R^2=0.563$) compared to those with shorter service. These findings highlight POS as an important determinant of employee well-being in the private sector in developing countries, while also emphasizing the importance of contextual and individual moderators such as national culture and work experience.

Keywords: *Employee Perceived Organizational Support, Employee Wellbeing, Cross-cultural, Self-Owned enterprise*

Employee wellbeing (WB) and their role in SOEs

Well-being is a comprehensive and multidimensional construct that goes beyond physical health to include psychological and social components that represent a state in which people can thrive both mentally and physically (Mäkikangas et al., 2016; Ryff, 1989). In an organization, this state, characterized by a sense of purpose, positive relationships, and emotional resilience, is a key driver of organizational success. By promoting well-being, organizations foster a more engaged, high-performing, and resilient workforce, directly improving job performance and contributing to organizational goals (Iqbal & Piwowar-Sulej, 2022). Furthermore, prioritizing employee well-being builds a positive work

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The Correlation Between Perceived Organizational Support and Employee Well-being in Indian and Vietnamese Self-Owned Enterprises

environment marked by trust, collaboration, and innovation, while reducing stress and burnout (*Aryan & Kathuria, 2017; Redelinguys et al., 2019*). Therefore, strategic investment in employee well-being is not just a support function but a fundamental strategy for building a more productive and sustainable organization, especially in SMEs, where people strategy is a vital goal of the organization (*Valsecchi et al., 2023*)

Perceived Organizational Support (POS) and their role in SOEs

Perceived organizational support (POS) is an important concept in organizational psychology, defined as employees' beliefs and assessments of the extent to which the organization values their contributions and genuinely cares about their well-being (*Eisenberger et al., 1986*). This perception is fostered through organizational treatment, including rewards, supervisory support, and fair policies, which employees perceive as signals of the organization's commitment to them. POS is built from social exchange theory with its foundation of the norm of reciprocity, in which employees who perceive the organization to be supportive develop a sense of obligation to reciprocate in a way that is worthy of this support (*Wayne et al., 1997*). In the special context of Self-Owned Enterprises (SOEs) where the relationship between employee and employer is direct, day-to-day, with little intermediary (*Hawaldar et al., 2019*). Therefore, a strong sense of POS acts as an important counterweight, fostering a reciprocal connection between employees and the organization. When employees feel supported by the SOE, they reciprocate with greater emotional attachment to the organization, improved job performance, and increased organizational citizenship behaviors (*Lynch et al., 1999*). Furthermore, recent research confirms that POS is a powerful psychosocial resource that directly enhances employees' psychological well-being and strengthens all aspects of their commitment to the organization (*Aggarwal-Gupta et al., 2024*). For SOEs, strategically investing in policies that promote POS—such as recognizing contributions, providing development opportunities, and demonstrating genuine concern for employee well-being—is a vital strategy to enhance competitiveness in a globalized context.

Self-Owned Enterprise and their challenge

Self-Owned enterprise (SOEs, also known as private enterprises) are a subgroup of small and medium-sized enterprises (SMEs) characterized by an individual owner who holds all decision-making power, bears all responsibility, and receives all profits. Legally, as seen in Vietnam, these enterprises are defined by criteria such as individual ownership, fewer than 200 employees, and annual turnover of less than VND 50 billion (*Vietnam Enterprise Law - 59/2020/QH14, 2020*). In both India and Vietnam, SOEs form the backbone of the economy, contributing significantly to GDP (about 40% in India and 30% in Vietnam) and employment (estimated to employ about 110 million people in India and 8 million in Vietnam) (*dsir.gov.in, 2023; General Statistics Office of Vietnam., 2022*). Their inherent operational flexibility and resilience enable them to drive grassroots economic growth and withstand market fluctuations, reinforcing their role as important drivers of private sector development. However, they also face with challenges, including severe resource constraints, limited access to capital, low levels of technology adoption, and underdeveloped human resource (HR) practices (*Egels-Zandén, 2017*). An important but often overlooked aspect of this last challenge is the high prevalence of mental health problems among workers in high-pressure environments, which is often overlooked (*ILO, 2023*). Therefore, a focus on the human element – including employee support and wellbeing – is a strategic imperative for the sustainability and growth of SOEs.

The Correlation Between Perceived Organizational Support and Employee Well-being in Indian and Vietnamese Self-Owned Enterprises

The Research Gap

Although many studies have examined the role and relationship between POS and WB, these studies mainly focused on large-scale companies in developed countries (*Ahmed et al., 2015*). In contrast, studies on the characteristics of POS, the relationship between WB and POS in the context of SOEs in developing countries, especially in countries with diverse cultures such as Vietnam and India, are quite limited. Therefore, this study focuses on addressing two important gaps:

The study focuses on the manifestations of POS and WB, and the relationship between them in the context of the SOEs, which are characterized by individual ownership, often small in scale, leading to a direct relationship between employees and employers, with few intermediaries. In this context, POS often directly and personally reflects the behavior of the owner, making the POS-WB relationship unique.

There is very little research on the relationship between POS and WB in the context of developing economies and traditional cultures such as Vietnam and India. These countries have distinct cultural norms (e.g., collectivism, family influence) that can have significant impacts on POS-WB.

Research Question, Objectives and Hypothesis

This study aims to explore the relationship between employee well-being (WB), and Perceived Organizational Support (POS) among SEOs in India and Vietnam. This study aims to complement existing theoretical frameworks and contribute to a deeper understanding of employee well-being in SOEs in a cross-cultural context.

Main research question

How does Perceived Organizational Support (POS) predict employee well-being (WB) in Self-Owned Enterprise (SOEs), and how is this predictive relationship moderated by nationality and work experience?

Research objectives:

1. To describe and compare the levels of employee Perceived Organizational Support (POS) and employee well-being (WB) across demographic groups (based on nationality and work experience).
2. To assess the correlations between POS and employee WB both in the total sample and within the respective demographic groups.
3. To examine the predictive influence of POS on employee WB.

Hypothesis

Based on the theoretical framework and research objectives, the following hypotheses are proposed:

- **H1:** Perceived Organizational Support (POS) will be positively correlated with employee well-being (WB) in the total sample.
- **H2:** POS will be a significant positive predictor of employee WB.
- **H3a:** The levels of POS and employee WB will differ significantly across nationality and work experience groups.
- **H3b:** The levels of POS and employee WB will differ significantly across work experience groups.
- **H4a:** The positive relationship between POS and employee WB will be moderated by (a) nationality and (b) work experience.

The Correlation Between Perceived Organizational Support and Employee Well-being in Indian and Vietnamese Self-Owned Enterprises

- **H4b:** The positive relationship between POS and employee WB will be moderated by work experience.

METHODOLOGY

Research Design and Study Context

Utilizing a cross-national quantitative design, this research explores the correlation between the construct of employee POS and employee WB in the context of Indian and Vietnamese SOEs. The theoretical model specifies POS as a predictor of employee WB, while also assessing the moderating role of nationality and work experience in this dynamic.

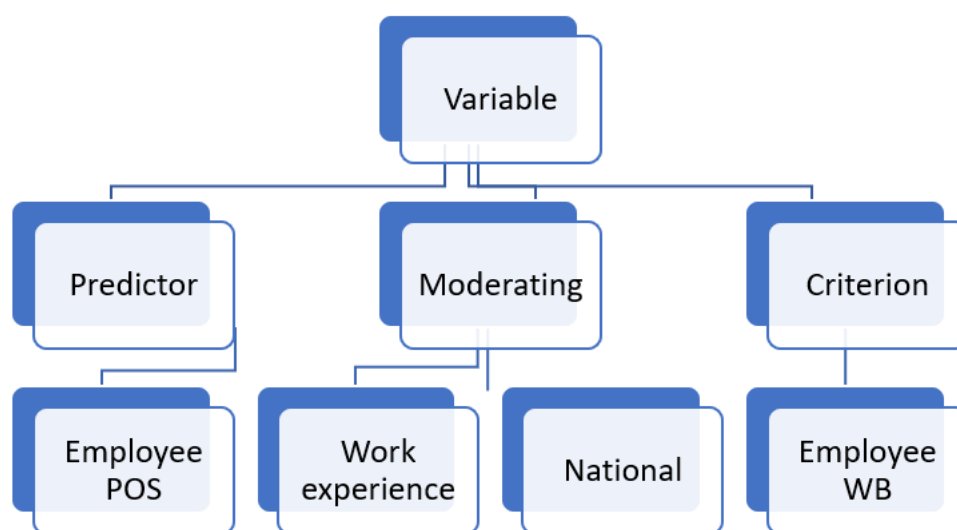


Figure 1. Variable of study

Participants and Procedure

Sample Selection and Criteria

This study targeted employees working at SOEs in India and Vietnam. A uniform set of sampling criteria was established to ensure consistency, focusing on organizations defined as SEOs (i.e., enterprises owned by a single owner who has full decision-making power over all matters of the enterprise) with less than 100 employees and an annual turnover not exceeding VND 50 billion (or its equivalent in Indian Rupees). Furthermore, all participating employees were required to be of Indian or Vietnamese nationality.

Sample Size and Statistical Power

The Data were collected via online and face-to-face surveys from a randomly sampled cohort, with an initial target of 200 participants each from Vietnam and India. The final dataset for analysis included 348 valid responses (181 from Vietnam, 167 from India), gathered from two cities in southern Vietnam (Ho Chi Minh City and Rach Gia City) and two locations in India (Lucknow and Varanasi). A post-hoc power analysis confirmed the statistical adequacy of this sample (N=348). Assuming a medium effect size ($d=0.5$) and an alpha of 0.05, the achieved power was 99.6%, substantially exceeding the recommended 80% threshold (*Bujang et al., 2018*) and indicating a high probability of detecting existing effects.

The Correlation Between Perceived Organizational Support and Employee Well-being in Indian and Vietnamese Self-Owned Enterprises

Measures

Criterion Variable: Employee Well-being (WB)

The criterion variable, employee well-being (WB), was assessed using the Psychological Well-Being Scale-Short (PWBS-S) (Ryff, 1989). This 18-item instrument measures psychological well-being as a multifaceted construct comprising six dimensions: autonomy, environmental mastery, personal growth, positive relations with others, purpose in life, and self-acceptance. Participants indicated their level of agreement with each statement on a 7-point Likert scale, from "Strongly Disagree" to "Strongly Agree."

Predictor Variable: Employee Perceived Organizational Support (POS)

The Perceived Organizational Support (POS) scale measures an employee's belief that their organization values their contributions and cares about their well-being (Eisenberger et al., 1986). This 17-item questionnaire uses a 7-point Likert scale (from "Strongly Disagree" to "Strongly Agree") and is composed of three dimensions: Organizational support, Fairness and Value Congruence. To mitigate response bias, some items are reverse-scored.

Pilot Study and Reliability

A pilot study (n=98) was conducted with employees in India and Vietnam to refine the data collection process and assess scale reliability. The results indicated that the PWBS-S scale demonstrated high internal consistency ($\alpha > 0.7$), whereas the POS scale was slightly below the conventional threshold ($\alpha = 0.672$). The decision was made to retain the POS scale for the main study for two reasons. First, the lower reliability was likely attributable to the small pilot sample size, a known issue that can disproportionately affect multidimensional scales (Bujang et al., 2018). Second, the score distributions for the POS scale aligned with established patterns from previous research, indicating it was measuring the intended construct. This decision was validated in the main study, where the larger sample size yielded a robust POS reliability coefficient of $\alpha = 0.795$.

Data Analysis

Analyses were conducted in SPSS in four sequential stages:

- **Preliminary analysis:** Includes Descriptive statistics to summarize the data, while differences between groups according to demographic variables are tested through t-test and ANOVA.
- **Bivariate Relationships:** Pearson's correlations quantified the associations between the variables.
- **Predictive Modeling:** Multiple linear regression evaluated the collective ability of the independent variables to predict the criterion variable.
- **Moderation Testing:** The moderating role of nationality and work experience was examined by running and comparing separate regression models (including coefficients and R^2) for each demographic subgroup.

LITERATURE REVIEW

Theoretical Foundation of Employee Well-being (WB)

The concept of employee well-being has undergone an evolution in organizational psychology research, moving from a narrow focus on physical fitness and productivity, with a simplistic view of human-machine adaptation, or a focus solely on labor productivity, to a comprehensive, multidimensional construct that focuses on the psychological and social experiences of employees. For example, Herzberg's Two-Factor Theory (1959) distinguishes

The Correlation Between Perceived Organizational Support and Employee Well-being in Indian and Vietnamese Self-Owned Enterprises

between basic "hygiene" factors that prevent dissatisfaction and intrinsic "motivators" that promote true satisfaction, thereby emphasizing the importance of psychological fulfillment (*Alshmemri et al., 2017*). Further developments in this area of research can be seen in Hackman and Oldham's (1976) Job Characteristics Model, which detailed how core aspects of work (such as autonomy and task significance) influence key psychological states and ultimately work and personal outcomes, including satisfaction and motivation (*Ali et al., 2014*).

These advances laid the foundation for subsequent research, of which, A notable advance was Ryff's Psychological Well-Being Model, which defined well-being as comprising six key dimensions, including both psychological and social factors, establishing well-being as a multifaceted psychological phenomenon, rather than simply the absence of negative factors or mental health problems (*Carol D. Ryff, Susan M. Heidrich, 1997*). This was followed by more robust explanatory models of employee well-being, such as the Job Demands-Resources (JD-R) framework (*Bakker & Schaufeli, 2008*). The JD-R model provides a compelling dual-process mechanism, explaining how high job demands lead to burnout while adequate job resources promote engagement and health at work. At the same time, empirical evidence has emerged based on large-scale studies such as the Whitehall II survey, systematically demonstrating that psychosocial factors, particularly low job control and limited social support, are fundamental determinants of employee mental health and well-being.

Despite a solid theoretical and empirical understanding, there remains a significant research gap in applying this knowledge to specific contexts. This gap is most evident in the context of state-owned enterprises (SOEs), a segment of small and medium-sized enterprises (SMEs), which play a significant role in developing economies such as Vietnam and India (*dsir.gov.in, 2023; General Statistics Office of Vietnam., 2022*). These organizations have their own characteristics and are facing many challenges, with key growth strategies requiring investment in human resources (*Chowdhury & Shumon, 2020*), hence the need to study the welfare characteristics of employees in this context. Therefore, this study aims to address this gap in SOEs in India and Vietnam, thereby providing a complementary perspective on the welfare characteristics of employees in line with the general study.

Theoretical Foundation of Employee Perceived Organizational Support (POS)

Among the psychosocial factors influencing employee well-being, Perceived Organizational Support (POS) has emerged as an important factor, consistently showing positive correlations with various aspects of employee well-being (*Caesens et al., 2016*). The concept of POS, developed by Robert Eisenberger and colleagues in the 1980s (*Eisenberger et al., 1986*) suggests that employees form general beliefs about the extent to which their organization values their contributions and cares about their well-being. This approach is fundamentally rooted in Social Exchange Theory and the norm of reciprocity, which hypothesizes that when employees perceive that the organization is acting in their best interests – by valuing their contributions and caring about their well-being – they feel obligated to reciprocate with greater dedication, commitment, and positive work behavior.

Expanding on this (*Settoon et al., 1996*) found that POS had a stronger impact on organizational commitment than the quality of the direct-supervisor relationship, emphasizing that organizational support is a key driver of employee loyalty.

The Correlation Between Perceived Organizational Support and Employee Well-being in Indian and Vietnamese Self-Owned Enterprises

Subsequent empirical analyses have consistently supported the positive spillover effects of POS on employee well-being and organizational outcomes. (Rhoades et al., 2001) conducted a multi-study analysis that demonstrated a strong link between POS antecedents (such as reward and procedural justice) and positive outcomes, including affective commitment and employee retention. Further analyzing this mechanism (Caesens et al., 2016) found that POS enhances work engagement through the mediating role of self-efficacy, ultimately improving job satisfaction and reducing psychological distress.

A comprehensive view of POS was established by (Kurtessis et al., 2015) in a meta-analysis exploring Organizational Support Theory (OST), based on 558 studies, they demonstrated that POS significantly influences employee well-being through multiple pathways. They assert that perceived fairness is the strongest antecedent, and high POS leads to improved well-being outcomes, including higher job satisfaction, work-family balance, organizational-based self-esteem, and significantly reduced stress and burnout.

Thus, with a theoretical framework and empirical evidence, it can be seen that POS is an important factor influencing employee well-being. However, research on POS in SOEs remains scarce. Unlike larger corporations with well-established human resource systems, SOEs have unique characteristics in their operations and management, especially with limited resources and often direct owner-employee relationships, which may shape the characteristics of POS and influence their links to well-being. This gap calls for focused research to explore POS in these distinct content.

Hypotheses

Based on the literature review, the study proposes the following hypotheses:

- **H1:** Employee Perceived Organizational Support (POS) will positively and significantly predict employee Well-being (WB) in the total sample.
- **H2a:** Nationality will significantly moderate the POS-WB relationship.
- **H2b:** Work experience will significantly moderate the POS-WB relationship.

RESULTS

Preliminary Analysis and Reliability

The research employed a survey methodology, distributing 400 questionnaires. From these, a final sample of 348 employees was established, comprising 181 Vietnamese and 167 Indian respondents. Reliability was assessed using Cronbach's alpha, revealing high internal consistency for the POS scale ($\alpha = 0.795$). The PWBS-s scale also showed acceptable reliability ($\alpha = 0.675$), nearing the conventional benchmark of 0.70. The sample distribution and reliability coefficients are summarized in the subsequent table.

Table 1. sample distribution by country and work experience

		National		Total
		Vietnam	India	
Experience	Under 1 year	57	69	126
	1 to 3 years	70	55	125
	More than 3 years	54	43	97
Total		181	167	348

The Correlation Between Perceived Organizational Support and Employee Well-being in Indian and Vietnamese Self-Owned Enterprises

Table 2. Cronbach's alpha coefficient of the scale

Scale	No. of Items	Cronbach's Alpha In main study (N=348)
PWBS-S	18	0.675
POS scale	17	0.795

Descriptive and Comparative Statistics

The following tables display the average scores (Means) and variations (Standard Deviations) for POS scale and PWBS-s scale on total sample.

Table 3. Descriptive Statistics of Employee Wellbeing on total sample

Statistic	Value
Mean	4.81
Standard Deviation	0.73
Minimum	3.11
Maximum	6.61

Table 4 Descriptive Statistics for Employee POS on total sample

Statistic	Value
Mean	4.50
Standard Deviation	0.93
Minimum	2.24
Maximum	7.00

Table 5 Descriptive Statistics and t-test result of Employee WB and Employee POS across Nationality

National	N	Mean	Std. Deviation	Std. Error Mean	t-value (Equal variances assumed)	t-value (Equal variances not assumed)	Sig (two tailed)
Viet Nam	181	4.78	0.91	0.67	5.85	5.86	0
India	167	4.21	0.88	0.68			0

Table 6. ANOVA result of Employee WB and Employee POS across Work Experience

Dimension	National	N	Mean	Std. Deviation	t-value (Equal variances assumed)	t-value (Equal variances not assumed)	Sig(two-tailed)
Value Congruence	Viet Nam	181	4.57	1.20	2.66	2.65	0.008
	India	167	4.21	1.30			0.008
Fairness	Viet Nam	181	4.64	1.06	3.75	3.76	0
	India	167	4.22	1.00			0
Organization Supports	Viet Nam	181	4.95	1.31	4.92	4.89	0
	India	167	4.20	1.53			0

A one-way ANOVA was conducted to examine the effect of work experience on employee well-being (WB) and perceived organizational support (POS). The results, summarized in

The Correlation Between Perceived Organizational Support and Employee Well-being in Indian and Vietnamese Self-Owned Enterprises

Table 6, revealed a statistically significant effect of work experience on both WB, and POS. An inspection of the group means showed a consistent pattern for both variables: employees with more than three years of experience reported the highest scores (WB: M = 4.95; POS: M = 4.71), followed by those with one to three years (WB: M = 4.81; POS: M = 4.50), and finally, employees with less than one year of experience, who reported the lowest scores (WB: M = 4.69; POS: M = 4.35).

Correlation Analysis

Correlation between Employee POS and Employee WB on total sample

A Pearson correlation was computed to assess the relationship between Perceived Organizational Support (POS) and Employee Well-Being (WB) across the total sample (N = 348). There was a strong, positive, and statistically significant correlation between the two variables. This indicates that employees who reported higher levels of organizational support also tended to report higher levels of psychological well-being. The result supported for the hypothesis **H1**: *Employee Perceived Organizational Support (POS) will positively and significantly predict employee Well-being (WB) in the total sample.*

Table 7. Correlation between Employee POS and Employee WB on total sample

		WB TOTAL
POS_TOTAL	Pearson Correlation	.682**
	Sig. (2-tailed)	.000
	N	348

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

Table 8. Correlation between POS dimensions and WB dimensions on total sample

POS dimension		PWBS-s dimension					
		Autonomy	Environmental Mastery	Positive relationship with Others	The purpose in life	The self-acceptance	The personal growth
Organizational Supports	Pearson Correlation	.529**	.399**	.246**	.064	.350**	.682**
	Sig. (2-tailed)	.000	.000	.000	.232	.000	.000
Fairness	Pearson Correlation	.110*	.154**	.145**	.260**	.458**	.068
	Sig. (2-tailed)	.039	.004	.007	.000	.000	.206
Value Congruence	Pearson Correlation	.356**	.215**	.232**	.142**	.319**	.366**
	Sig. (2-tailed)	.000	.000	.000	.008	.000	.000

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

* Correlation is significant at the 0.05 level (2-tailed).

The Correlation Between Perceived Organizational Support and Employee Well-being in Indian and Vietnamese Self-Owned Enterprises

Correlation between Employee POS and Employee WB across nationalities
Table 9. Correlation between Employee POS and Employee WB across nationalities

			WB
POS	VN	Pearson Correlation	.780**
		Sig. (2-tailed)	.000
	IN	Pearson Correlation	.518**
		Sig. (2-tailed)	.000
VN= Viet Nam IN=India			

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

Table 10. Correlation between Employee POS dimension and Employee WB dimensions across nationalities

POS dimension	National	PWBS-s dimension						
			Autonomy	Environmental Mastery	Positive relationship with Others	The purpose in life	The self-acceptance	The personal growth
Organization Supports	IN	Pearson Correlation	.573**	.318**	.127	-.084	.221**	.632**
		Sig. (2-tailed)	.000	.000	.102	.281	.004	.000
	VN	Pearson Correlation	.477**	.440**	.302**	.182*	.426**	.740**
		Sig. (2-tailed)	.000	.000	.000	.014	.000	.000
Fairness	IN	Pearson Correlation	-.079	-.100	-.191*	.135	.284**	-.125
		Sig. (2-tailed)	.311	.197	.014	.083	.000	.109
	VN	Pearson Correlation	.266**	.327**	.387**	.347**	.574**	.221**
		Sig. (2-tailed)	.000	.000	.000	.000	.000	.003
Value Congruence	IN	Pearson Correlation	.245**	.059	.040	-.078	.259**	.303**
		Sig. (2-tailed)	.001	.445	.604	.315	.001	.000
	VN	Pearson Correlation	.465**	.337**	.391**	.332**	.343**	.419**
		Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
IN = India VN= Viet Nam								

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

* Correlation is significant at the level 0.05 (2-tailed)

The Correlation Between Perceived Organizational Support and Employee Well-being in Indian and Vietnamese Self-Owned Enterprises

Correlation between Employee POS and Employee WB across Work Experience

Table 11. Correlation between Employee POS and Employee WB across Work Experience

POS	Work Experience		WB
	Under 1 year	Pearson Correlation	
Sig. (2-tailed)			.000
From 1 to 3 years	Pearson Correlation		.665**
	Sig. (2-tailed)		.000
More than 3 years	Pearson Correlation		.758**
	Sig. (2-tailed)		.000

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

Table 12. Correlation between Employee POS dimension and Employee WB dimension across Work Experience

POS Dimension	E X	PWBS-s Dimension						
			Autonomy	Environmental Mastery	Positive relationship with Others	The purpose in life	The self-acceptance	The personal growth
Organization Supports	> 1	Pearson Correlation	.567**	.246**	.201*	.076	.228*	.690**
		Sig. (2-tailed)	.000	.006	.024	.400	.010	.000
	1-3	Pearson Correlation	.514**	.417**	.264**	.093	.362**	.619**
		Sig. (2-tailed)	.000	.000	.003	.303	.000	.000
	< 3	Pearson Correlation	.496**	.541**	.270**	.025	.460**	.719**
		Sig. (2-tailed)	.000	.000	.007	.810	.000	.000
Fairness	> 1	Pearson Correlation	-.176*	-.008	.037	.154	.295**	-.146
		Sig. (2-tailed)	.048	.932	.680	.084	.001	.104
	1-3	Pearson Correlation	.141	.243**	.146	.218*	.549**	.140
		Sig. (2-tailed)	.117	.006	.103	.015	.000	.118
	< 3	Pearson Correlation	.350**	.239*	.253*	.438**	.428**	.151
		Sig. (2-tailed)	.000	.018	.012	.000	.000	.140
Value	>	Pearson	.327**	.109	.191*	-.075	.186*	.338**

The Correlation Between Perceived Organizational Support and Employee Well-being in Indian and Vietnamese Self-Owned Enterprises

Positive Relationships with others	India	0.044	Fairness	-0.175	0.035
	Vietnam	0.246	Fairness	0.288	0.000
			Value congruence	0.239	0.002
The Purpose in Life	India	<i>None of dimensions shows statistically significant</i>			
	Vietnam	0.177	Fairness	0.270	0.000
			Value congruence	0.241	0.003
The Self-Acceptance	India	0.171	Organization support	0.233	0.008
			Fairness	0.323	0.000
	Vietnam	0.435	Organization support	0.311	0.000
			Fairness	0.502	0.000
The Personal Growth	India	0.410	Organization support	0.653	0.000
	Vietnam	0.558	Organization support	0.694	0.000

Multiple Linear Regression Analysis Showing Predictors (Employee POS) of Employee WB across Work Experience

Table 15. Multiple Linear Regression Analysis Showing Predictors (Employee POS) of Employee WB across Work Experience

Work experience	Predictor Variable	B (Unstandardized Coeff.)	Beta (Standardized Coeff.)	t-value	p-value	R-squared	F ratio	Sig. F	Durb in Watson
>1	Employee POS	0.499	0.590	8.128	0.000	0.348	66.067	0.000	1.911
1-3		0.510	0.665	9.877	0.000	0.422	97.555	0.000	2.275
<3		0.563	0.758	11.332	0.000	0.575	128.404	0.000	1.608
Dependent Variable= Employee WB >1= under 1 year experience 1-3= from 1 to 3 yearss' experience >3= More than 3 years' experience									

Table 16. Multiple Linear Regression Analysis Showing Predictors (Employee POS) dimension of Employee WB dimension across Work Experience

WB Dimension	Work experience	Total R2	FS Predictors	Standardized Beta (β)	p-value
Autonomy	Under 1 year	0.328	Organization support	0.521	0.000
	From 1 to 3 years	0.268	Organization support	0.518	0.000
	More than 3 years	0.340	Organization support	0.324	0.002

The Correlation Between Perceived Organizational Support and Employee Well-being in Indian and Vietnamese Self-Owned Enterprises

			Value congruence	0.244	0.023
Environmental Mastery	Under 1 year	0.065	Organization support	0.273	0.015
	From 1 to 3 years	0.215	Organization support	0.451	0.000
			Fairness	0.205	0.017
	More than 3 years	0.307	Organization support	0.488	0.000
Positive Relationships with others	Under 1 year	<i>None of dimensions shows statistically significant</i>			
	From 1 to 3 years	<i>None of dimensions shows statistically significant</i>			
	More than 3 years	<i>None of dimensions shows statistically significant</i>			
The Purpose in Life	Under 1 year	0.060	Organization support	0.212	0.044
			Fairness	0.209	0.025
	From 1 to 3 years	<i>None of dimensions shows statistically significant</i>			
	More than 3 years	0.232	Fairness	0.392	0.000
Value congruence			0.320	0.045	
The Self-Acceptance	Under 1 year	0.197	Organization support	0.315	0.001
			Fairness	0.389	0.000
	From 1 to 3 years	0.377	Organization support	0.260	0.003
			Fairness	0.495	0.000
	More than 3 years	0.336	Organization support	0.301	0.003
			Fairness	0.288	0.002
The Personal Growth	Under 1 year	0.479	Organization support	0.698	0.000
	From 1 to 3 years	0.384	Organization support	0.610	0.000
	More than 3 years	0.520	Organization support	0.694	0.000

DISCUSSION

Descriptive and Comparative Statistics

In Table 3, the Analysis of employee well-being (WB) across the entire sample (N = 348) revealed a generally high overall level (M = 4.81, SD = 0.73), aligning with existing research of (Aryan & Kathuria, 2017). Despite this high average, the observed range of scores (3.11 to 6.61) and the moderate standard deviation indicate meaningful individual differences within the workforce. To unpack these variations, a more detailed analysis of the specific dimensions of psychological well-being was conducted.

As shown in Table 4, the analysis of POS scale for the entire sample (N = 348) reveals a generally favorable perception among employees, with a mean score of 4.50/7. This

The Correlation Between Perceived Organizational Support and Employee Well-being in Indian and Vietnamese Self-Owned Enterprises

suggests that the workforce, in aggregate, feels adequately supported by the organization. Notably, however, the data show considerable divergence in individual experiences, as evidenced by a standard deviation of 0.93 and scores spanning nearly the entire scale. This indicates that while the overall climate of support is positive, there are distinct subgroups of employees with significantly higher and lower perceptions of organizational support.

Independent samples t-tests were conducted in table 5 to compare WB and POS scores between Vietnamese and Indian employees. The results revealed statistically significant differences between the two national groups. Vietnamese employees ($M = 4.95$, $SD = 0.76$) reported significantly higher levels of well-being than their Indian counterparts ($M = 4.65$, $SD = 0.67$). A more pronounced significant difference was found for Perceived Organizational Support, with Vietnamese employees ($M = 4.78$, $SD = 0.91$) again scoring higher than Indian employees ($M = 4.21$, $SD = 0.88$). These results indicate that nationality is associated with differing experiences of both well-being and organizational support within the sample.

Table 6 with the A one-way ANOVA result to examine the effect of work experience on employee WB and perceived organizational support (POS). The results revealed a statistically significant effect of work experience on both WB, and POS. An inspection of the group means showed a consistent pattern for both variables: employees with more than three years of experience reported the highest scores (WB: $M = 4.95$; POS: $M = 4.71$), followed by those with one to three years (WB: $M = 4.81$; POS: $M = 4.50$), and finally, employees with less than one year of experience, who reported the lowest scores (WB: $M = 4.69$; POS: $M = 4.35$).

Correlation Analysis

Correlation between Employee POS and Employee WB on total sample

In table 8, the correlational analysis between the dimensions of POS and WB reveals how different forms of organizational support relate to specific aspects of employee well-being (Table 8). The most prominent finding is the powerful role of general Organization Supports, which demonstrated a very strong association with Personal Growth ($r = .68$, $p < .001$) and a strong link to Autonomy ($r = .53$, $p < .001$). This suggests that when employees feel backed by their organization, they are more likely to feel a sense of continued development and the freedom to direct their own work.

With a POS Fairness dimension. Its strongest correlations with: Self-Acceptance ($r = .46$, $p < .001$) and Purpose in Life ($r = .26$, $p < .001$). This indicates that fair treatment is less about fostering growth and more about affirming an employee's fundamental value and sense of meaning within the company.

Notably, Organization Supports was unrelated to Purpose in Life, and Fairness was unrelated to Personal Growth, highlighting the distinct psychological pathways through which these different supports operate.

Finally, Value Congruence served as a consistent, moderate predictor across all six well-being dimensions, underscoring that sharing the organization's values is a broadly beneficial factor for psychological health.

The Correlation Between Perceived Organizational Support and Employee Well-being in Indian and Vietnamese Self-Owned Enterprises

Correlation between Employee POS and Employee WB across nationalities

In table 9 and table 10, the Pearson correlations were computed separately for each nationality to examine the relationship between POS and WB. As shown in Table 9, the correlation was positive and statistically significant for both Vietnamese employees, $r(179) = .78$, $p < .001$, and Indian employees, $r(165) = .52$, $p < .001$. However, the strength of the relationship was markedly different between the two groups. The very strong correlation in the Vietnamese sample suggests that POS is a more powerful predictor of WB in Vietnam, whereas the strong correlation in the Indian sample, while significant, indicates a comparatively weaker association.

Correlation analysis between POS and WB dimensions clearly shows the impact of nationality on this relationship. In terms of commonality between the two countries, it can be seen that the POS dimension Organizational Support is a strong, positive and statistically significant predictor of Personal Development in both groups of countries, indicating that perceptions of organizational support strongly influence employee development. At the same time, differences between the two countries are also observed in the Fairness dimension. For Vietnamese employees, perceptions of fairness are positively and significantly correlated with all six dimensions of well-being, most strongly with Self-Acceptance. In contrast, for Indian employees, Fairness shows insignificant correlations with WB dimensions, in particular, the data also shows the negative correlation between Fairness and Positive Relationships with Others. Similarly, while Value Congruence showed a consistently positive relationship across all WB dimensions for Vietnamese employees, its impact was more selective for Indian employees. This may imply that while organizational support is a general driver of personal growth, the role of fairness and value congruence is more dependent on the cultural context. This is something to keep in mind for Self-Owned enterprises in promoting well-being in their organizations.

Correlation between Employee POS and Employee WB across Work Experience

Table 11 and Table 12 to show the correlation between POS and WB across Work Experience. The data reveal a clear trend: the positive correlation between POS and WB strengthens as employee work experience increases. Analysis shows a statistically significant positive relationship ($p < 0.01$) between POS and WB for all three experience groups. However, this correlation differs among the three employee groups, in which it can be seen that, although all three employee groups show a strong correlation between POS and WB, this correlation increases with working time, with the group of employees with more than 3 years of work experience achieving the highest Pearson coefficient. This progression shows the role of working experience variable in influencing the POS-WB relationship.

The deeper correlation analysis between POS dimensions and WB dimensions shows that: For new employees (less than 1 year), the POS dimension Organizational Support is the main driver of well-being, showing strong, significant correlations with most WB dimensions, especially Autonomy and The Personal Growth. Notably, for this group, Fairness has a negligible or even negative relationship with some aspects of well-being, in particular the fairness dimension which also shows a significant negative correlation with Autonomy. However, as experience increases from 1-3 years, Fairness begins to show a significant, positive association with Environmental Mastery and Purpose in Life. This development peaks in the most experienced group (more than 3 years), where Fairness and Value Congruence show their broadest and strongest positive correlations across most well-being dimensions. Meanwhile, The Personal Growth remained strongly and consistently

The Correlation Between Perceived Organizational Support and Employee Well-being in Indian and Vietnamese Self-Owned Enterprises

associated with Organizational Support at all levels of experience, highlighting its foundational role. In short, while support is important from day one, perceptions of equity and shared values become increasingly important to overall well-being as employees progress through their employment.

Multiple Linear Regression and Subgroup Analysis

Multiple Linear Regression Analysis Showing Predictors (Employee POS) of Employee Wellbeing across national

Multiple linear regression analysis (in Table 13) conducted to assess the predictive power of POS on WB employee WB by nationality, showed that, although POS was a positive and statistically significant predictor for both Indian and Vietnamese employees, the magnitude of this relationship and the explanatory power of the model differed significantly between the two groups. For the Indian sample, POS accounted for 26.9% of the variance in WB ($R^2 = .269$, $p < .001$). This relationship was even more pronounced in the Vietnamese sample, where POS explained 60.8% of WB ($R^2 = .608$, $p < .001$) suggesting that POS is a stronger and more dominant predictor of WB in this cultural context. The Durbin-Watson statistics for both models (India = 2.044; Vietnam = 2.086) are close to the ideal value of 2, indicating the reliability of the regression results. This result confirms the strong relationship between POS and WB, and demonstrates the moderating role of the nationality variable with a stronger and more comprehensive effect in the Vietnamese group of workers than in the Indian group.

Therefore, the hypothesis **H2a**: *Nationality will significantly moderate the POS-WB relationship* is accepted.

Table 14 with the Regression analyses of POS dimensions predicting specific aspects of well-being reveal profound cross-country. A noted finding is the consistent and dominant role of Organizational Support in driving key well-being dimensions for both Indian and Vietnamese employees, particularly for WB dimensions Autonomy and The Personal Growth. However, models for Vietnam consistently explain more variance (higher R^2) and are driven by a broader set of POS predictors. In contrast, the Indian model shows that the impact of POS on WB is more limited and even negative (Fairness is a negative predictor of Positive Relationships with Others). In summary, it can be seen that Organizational Support is a common key to employee WB in both countries, with the WB of the Vietnamese workforce being shaped more comprehensively and positively by perceptions of POS dimension Fairness and Values Congruence, while these factors play a weaker and more complex role for Indian employees.

Multiple Linear Regression Analysis Showing Predictors (Employee POS) of Employee WB across Work Experience

Regression analysis in Table 15 examining the predictive power of POS on employee WB at different experience levels showed that the influence of POS increased significantly as employees accumulated more time working in the organization. For new employees with less than one year of experience, POS was a strong and statistically significant predictor ($\beta = 0.590$, $p < 0.001$), explaining a significant 34.8% of the variance in their happiness levels ($R^2 = 0.348$). This relationship intensified for employees with medium tenure (1-3 years), with POS accounting for 42.2% of the variance ($R^2 = 0.422$) and exhibiting a stronger standardizing effect ($\beta = 0.665$). The most pronounced effect was observed among the most experienced employees (more than 3 years), for whom POS emerged as an extremely strong determinant of WB levels with the model explaining a significant 57.5% of the variance in

The Correlation Between Perceived Organizational Support and Employee Well-being in Indian and Vietnamese Self-Owned Enterprises

well-being ($R^2 = 0.575$), with the support variable showing the strongest effect size ($\beta = 0.758$). All models were highly statistically significant ($p < .001$), and the Durbin-Watson statistic was close to 2.0 for reliability. The increase in the explanatory power of POS on WB with work experience clearly indicates that employees' psychological well-being is proportional to the support they feel from the organization and the length of their tenure.

Therefore, the hypothesis “**H2b**: *Work experience will significantly moderate the POS-WB relationship*” is accepted.

Table 16 with Regression analysis of POS dimensions predicting specific aspects of well-being across levels of work experience revealed a clear impact of what drives employee WB over time with the organization. For new employees (less than 1 year), Organizational Support dimension was the primary and most consistent driver, exhibiting strong, significant relationships with most WB dimensions, most strongly with Personal Growth ($\beta = 0.698$) and Autonomy ($\beta = 0.521$). Interestingly, for this group, Fairness also emerged as a significant, positive predictor of Purpose in Life and Self-Acceptance, suggesting that from the outset, fair treatment was important to their sense of self-worth and meaning. As employees gain experience (1-3 years), the Self-Acceptance model becomes much stronger (R^2 increases from 0.197 to 0.377), with Fairness now being the important predictor ($\beta = 0.495$). For the most experienced employees (Over 3 years), the relationship between POS and WB becomes more nuanced, while Organizational Support dimension remains important for Personal Growth, its role for Autonomy diminishes, supplemented by Value Congruence. Furthermore, Purpose in Life is driven by Equity and Value Congruence, further confirming the importance of POS for WB in this group of employees. An important finding is that none of the POS dimensions significantly predicted Positive Relationships with Others suggesting that these dimensions may be influenced by other factors independent of work experience. In summary, the data demonstrated the importance of POS for WB, and that this effect increases with tenure.

CONCLUSION

This study confirms that POS is a strong predictor of Employee WB in SEOs. Furthermore, the analysis shows that this relationship is not homogeneous but is moderated by two factors: nationality and work experience. All hypotheses are supported, demonstrating that the link between POS and WB is both fundamental and context-dependent.

The influence of culture is evident, with a stronger POS-WB link in Vietnam than in India. This is consistent with cultural frameworks, suggesting that in the collectivist context of Vietnam (*Tran, 2020*), organizational support is a direct signal of social integration, promoting well-being performance. In India, the link between POS and WB is weaker, implying that there are more factors influencing WB that lie outside of POS.

In addition, work experience plays a profound role as a moderator, providing strong support for the Work Adjustment Theory. For long-term employees (≥ 3 years), POS becomes an important factor affecting WB. As for new employees, who are still in the adaptation stage, their WB is less dependent on POS.

In summary, this study has confirmed the positive impact of POS on Employee WB. At the same time, with the evidence of the moderation of work experience, it has confirmed the Theory of Work Adjustment (TWA theory), showing the psychological adaptation over time of employees' attachment to the enterprise. Moreover, with the context of SEOs in two

The Correlation Between Perceived Organizational Support and Employee Well-being in Indian and Vietnamese Self-Owned Enterprises

countries, India and Vietnam, the study goes beyond the Western business context to demonstrate the role of culture, and at the same time shows the characteristics of POS and WB in specific enterprises such as SEOs. This could help to conduct more in-depth and comprehensive studies on employee WB.

Limitations and Future Research

The main limitation of this study is its cross-sectional design, which may impact causal claims about the POS-WB relationship as it develops over time. To address this issue, future studies should adopt a longitudinal design to follow employees throughout their early career, thereby providing solid evidence for the developmental causal pathways suggested by our findings. Furthermore, to shed light on the unique contextual complexities of the Indian sample, future studies should use more nuanced scales to explore the underlying factors in the POS-WB relationship.

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Conflict of Interest

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