

The Role of Organizational Identification on Employee Well-Being in Human Resource Practices

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The aim of this study was to investigate the role of organizational identification (OI) on employee well-being (WB). Human resource practice (HRP) was predicted as the moderator of the correlation between OI and WB. Employees of public and private sectors ($N = 310$) completed three questionnaires on OI, WB, and HRP, which were confirmed to be reliable through reliability analysis. Data analysis showed a significant correlation between OI and WB ($r = .699; p < .01$). As expected in the hypothesis, HRP was the significant moderator on the correlation between OI and WB, with the F value change of 46.485; $p < .01$ and the Adjusted R^2 from .486 to .552.

Keywords: well-being, organizational identification, human resource practices

Studi ini bertujuan untuk mengetahui peran identifikasi organisasi (IO) terhadap wellbeing pada karyawan (WB). Praktek Sumber Daya Manusia (PSDM) diprediksi sebagai moderator dalam hubungan antara IO dan WB. Sejumlah 310 responden yang berasal dari karyawan sektor publik diminta untuk mengisi tiga buah kuesioner yakni IO, WB, dan PSDM. Hasil analisis reliabilitas alat ukur menunjukkan ketiga instrumen tersebut reliabel untuk digunakan dalam penelitian ini. Analisis data menunjukkan adanya hubungan yang sangat signifikan antara IO dan WB dimana $r = .699; p < .01$. Seperti yang telah diduga sebelumnya, PSDM secara sangat signifikan menjadi moderator dalam hubungan antara IO dan WB dengan perubahan nilai F sebesar 46.485; $p < .01$ dan Adjusted R^2 bergerak dari .486 menjadi .552.

Kata kunci: well-being, identifikasi organisasi, praktek sumber daya manusia

Human resource practice experienced a large number of discussions and arguments, both practically and theoretically. Several academicians have focused their attention on this issue since the time humans were considered as assets and resources in reaching competitive organizational superiority through skill and ability, further encouraging the management to focus on 'resourceful humans.' 'High performance work system', 'high commitments human resource management', 'high involvement human resource management', 'strategic human resource management' became terminologies in explaining the experience in human resource management that can encourage humans in reaching competitive superiority. Wood and Menezes (2012) explained that high performance work system (HPWS), which were job enrichment, employee voice, and motivational support, as the

factor affecting individual well-being in the workplace. High performance work system (HPWS) was claimed to have a close correlation with individual and organization performance. Vanhala, von Bonsdorff, & Janhonen (2009) explained HPWS as a work system that facilitates and provides the opportunity for employee's involvement and participation, intensive training and development, and incentive administration.

Based on previous researches, several positive effects of individual's well-being in the workplace were the increase of individual involvement in the workplace (Waterman, 1993), the increase of individual performance effectiveness (Csikszentmihalyi, 1997), the decrease of employee turnover (Cascio, 2003), the increase of individual work satisfaction (Wright & Bonett, 2007), the increase of organizational affective commitment in individuals (Jain, Giga, & Cooper, 2009), and the optimization of individual performance by work enrichment, motivational support, and the courage to take a stance (Wood & Menezes, 2012).

Previous researches have focused on the effects of low individual well-being at the workplace, some of

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