

**MEDIATING ROLE OF PERCEIVED CONTROL IN THE INFLUENCE OF
WORK DESIGN AND PERCEIVED ORGANIZATIONAL SUPPORT ON
EMPLOYEE WELL-BEING AMONG AUDITORS AT THE BPKP (FINANCIAL
AND DEVELOPMENT SUPERVISORY BOARD) REPRESENTATIVE OFFICE
OF WEST NUSA TENGGARA PROVINCE**



Jati Dwi Kesumaningrum¹
Universitas Mataram, Mataram, Indonesia
kesumajati.ningrum@gmail.com

Mukmin Suryatni²
Universitas Mataram, Mataram, Indonesia
mukminsurvatni@unram.ac.id

Sri Wahyulina³
Universitas Mataram, Mataram, Indonesia
sriwahyulina@unram.ac.id

Abstract

This study aims to analyze the effect of career development and work environment on Organizational Citizenship Behavior (OCB), with job satisfaction as an intervening variable, among employees of PT BFI Finance Mataram. This research employs an associative quantitative approach. The respondents of this study consist of all 99 employees of PT BFI Finance Mataram. Data were collected through the distribution of questionnaires, and the data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS). The results indicate that career development has a positive and significant effect on OCB, the work environment has a positive and significant effect on OCB, career development has a positive and significant effect on job satisfaction, and the work environment has a positive and significant effect on job satisfaction. Furthermore, job satisfaction has a positive and significant effect on OCB and is able to mediate the relationship between career development and work environment on OCB. These findings suggest that the better the career development opportunities and work environment perceived by employees, the higher their level of job satisfaction and their tendency to exhibit extra-role behaviors within the organization, known as Organizational Citizenship Behavior.

Keywords: Employee Well-Being, Perceived Control, Perceived Organizational Support, Work Design

INTRODUCTION

Human resources are a strategic asset for every organization because they serve as the primary driver in achieving organizational goals and ensuring sustainability. Effective HR management not only enhances productivity and efficiency but also supports the creation of innovation, a positive work culture, and harmonious relationships with stakeholders. Robbins and Judge (2022) emphasize that in the organizational behavior model, HR management is a crucial organizational-level process that determines various outcomes such as productivity and performance. As the work environment becomes increasingly complex, attention to employee well-being has grown in importance, as employees' physical, mental, and emotional well-being is closely related to their contribution, commitment, and organizational performance (Grawitch et al., 2006).

One of the factors shaping employee well-being is work design, which refers to how work is organized, including tasks, responsibilities, and characteristics of the work environment. Effective work design promotes health, safety, and work motivation (Armstrong & Taylor, 2014). Indicators of work design include task characteristics, knowledge characteristics, social characteristics, and contextual characteristics (Montañez-Juan et al., 2023). Numerous studies have shown that work design can improve job outcomes.

Zhao et al., (2024), job satisfaction (Mharapara et al., 2022), and employee engagement (Scharp et al., 2022). However, other studies report different findings. Suparjo et al. (2018), for example, found that job characteristics did not significantly influence job satisfaction. Such inconsistencies indicate the need for further research on how work design contributes to employee well-being in different organizational contexts.

In addition to work design, perceived organizational support (POS) is another important factor influencing employee well-being. POS reflects employees' perceptions of the extent to which the organization values their contributions and cares about their well-being (Rhoades & Eisenberger, 2002). Several studies have found that POS can enhance job satisfaction, reduce stress, and decrease turnover intention (Thompson & Protas, 2006), as well as promote work quality (Son et al., 2022). However, research by Irawati (2021) showed that POS did not affect employees' quality of life, further highlighting inconsistencies in empirical findings regarding the relationship between POS and employee well-being.

Furthermore, perceived control also has the potential to influence employee well-being, as it relates to individuals' beliefs about their ability to manage their work and life. High perceived control is associated with greater life satisfaction (Heidemeier & Göritz, 2013) and subjective well-being (Stahlmann-Brown et al., 2025). However, Waldenström and Härenstam (2008) found that perceived control does not always lead to positive well-being when significant job pressures exist. This suggests that the role of perceived control may be contextual and shaped by other external factors.

The organizational phenomenon underlying this study concerns auditors at the Representative Office of the Financial and Development Supervisory Agency (BPKP) in West Nusa Tenggara Province. BPKP auditors face significant changes in workload and work design with the establishment of the Priority Oversight Agenda (APP), which demands audit outputs that are more relevant, strategic, and responsive to current issues. These changes have increased auditors' work intensity and often require them to work beyond regular hours. At the same time, the number of auditors has decreased due to transfers,

promotions, and study assignments, adding to job pressure and elevating the risk of declining employee well-being. Initial observations revealed complaints related to physical fatigue, sleep disturbances, anxiety, and reduced motivation and appreciation, all of which may hinder auditors' work effectiveness.

Based on these empirical conditions and inconsistencies in previous research findings, it is necessary to examine how work design and perceived organizational support influence employee well-being, and how perceived control functions as a mediating mechanism in these relationships. Therefore, this study aims to analyze the mediating role of perceived control in the relationship between work design and perceived organizational support on employee well-being among auditors at the BPKP Representative Office of West Nusa Tenggara Province. This study is expected to provide theoretical contributions to the HR management literature and practical recommendations for government institutions in designing effective work systems that support employee well-being.

REVIEW OF LITERATURE

Work design is the process of creating work systems and work environments that enhance organizational effectiveness and productivity while supporting employee health, safety, and well-being (Armstrong & Taylor, 2014). According to the Job Characteristics Model developed by Hackman and Oldham (1975), there are five core job characteristics: skill variety, task identity, task significance, autonomy, and feedback. In line with this, self-determination theory states that individuals have three basic psychological needs that must be fulfilled for growth, integrity, and sustained well-being, namely the need for competence, autonomy, and relatedness (Ryan & Deci, 2017). These two theories demonstrate strong alignment, particularly regarding the importance of autonomy. Thus, a work design that fulfills employees' basic psychological needs including competence, autonomy, and relatedness can enhance their overall well-being.

Several previous studies have shown that work design influences employee well-being. Bastida et al. (2022) found that a well-designed job can enhance employee well-being and, in turn, contribute to organizational productivity. Other research indicates that effective work design is directly associated with positive job outcomes such as job satisfaction, engagement, and mental health (Mharapara et al., 2022; Zhao et al., 2024). The findings of Wahyudi and Suryatni (2024) similarly show that work design has a positive and significant effect on job satisfaction. This suggests the presence of a positive relationship between work design and employee well-being namely, the better the work design implemented by an organization, the higher the well-being of its employees.

RESEARCH METHOD

This study employed a quantitative method with a causal–associative design aimed at analyzing the influence of work design and perceived organizational support on employee well-being, as well as the mediating role of perceived control in these relationships. A quantitative approach was chosen because it enables statistical hypothesis testing through numerical measurement. The research was conducted at the Representative Office of BPKP in West Nusa Tenggara Province, located in Mataram. The study population consisted of all

auditors working at the institution, totaling 64 individuals. Given the relatively small population size and to ensure comprehensive data representation, the census method was used, whereby all members of the population served as respondents.

Primary data were collected through an online questionnaire distributed via Google Forms, while secondary data were obtained from organizational documents, reports, books, journal articles, and other relevant sources. The research instrument utilized a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). Variable indicators were adapted from previously validated instruments, namely: work design (Montañez-Juan et al., 2023), perceived organizational support (Eisenberger et al., 1986), perceived control (Greenaway et al., 2013), and employee well-being adapted from the WHO-5 Well-Being Index. Work design and perceived organizational support were specified as exogenous variables, perceived control as the mediating variable, and employee well-being as the endogenous variable. Each construct was measured using reflective indicators representing the theoretical dimensions of the respective variables.

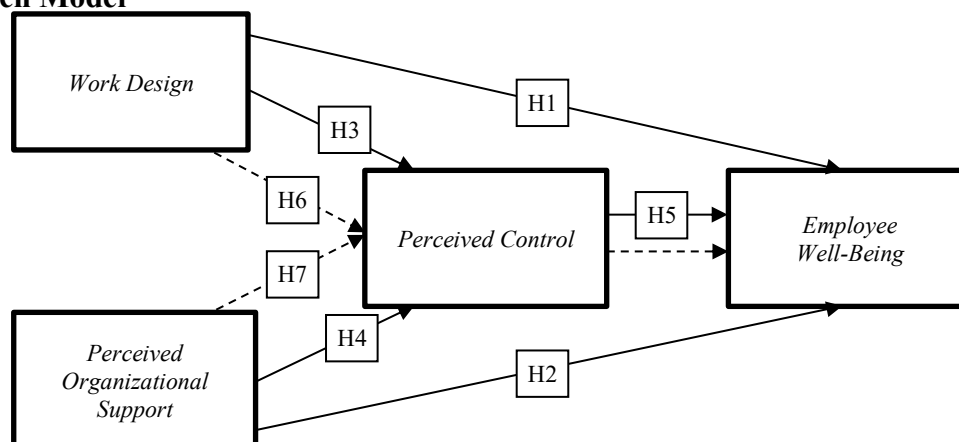
Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS 3 software. The measurement model was evaluated through tests of convergent validity (outer loading > 0.50 and AVE > 0.50), discriminant validity using the Fornell–Larcker criterion, and instrument reliability assessed through Cronbach’s alpha and composite reliability (CR > 0.70). The structural model was evaluated by examining R^2 values to determine the model’s predictive power and f^2 values to assess effect sizes. Hypothesis testing was conducted using a bootstrapping procedure with 5,000 resamples, and relationships were considered statistically significant if t-values were ≥ 1.96 and p-values were < 0.05 .

Research Hypothesis

The hypotheses of this study are formulated as follows:

- H1: Work design has a positive and significant effect on employee well-being.
- H2: Perceived organizational support has a positive and significant effect on employee well-being.
- H3: Perceived control has a positive and significant effect on employee well-being.
- H4: Work design has a positive and significant effect on perceived control.
- H5: Perceived organizational support has a positive and significant effect on perceived control.
- H6: Work design has a positive and significant effect on employee well-being through perceived control.
- H7: Perceived organizational support has a positive and significant effect on employee well-being through perceived control.

Research Model



RESULTS AND DISCUSSION

Characteristics of Respondents

This study involved 64 auditors at the Representative Office of BPKP in West Nusa Tenggara Province. Based on age distribution, the majority of respondents were between 23 and 28 years old (42.19%), indicating a predominance of younger auditors. In terms of gender, there were 42 female respondents (65.63%) and 22 male respondents (34.37%). Regarding educational background, most respondents held a D4/Bachelor's degree (50%), followed by D1/D3 graduates (37.5%), and Master's degree holders (12.5%). Based on functional positions, the Skilled Auditor category comprised the largest group with 25 individuals (39.06%), while most respondents had 1–5 years of work experience (34.38%). This composition indicates that the auditor population is dominated by employees in the early stages of their careers with relatively short work experience.

Descriptive Statistics of Research Variables

Employee Well-Being

Employee well-being consisted of five indicators with an overall mean score of 3.52 (high category). The highest indicator was “engagement in work activities” (mean = 3.63), indicating that the alignment between job tasks and personal interests contributes positively to auditors' well-being.

Work Design

The overall mean score for the work design variable was 3.60 (high category). The knowledge characteristics dimension had the highest mean value (3.62), indicating that auditors' work requires substantial information processing and the use of diverse skills.

Perceived Organizational Support

Perceived organizational support obtained an average score of 3.45 (high category), indicating that auditors perceive a relatively adequate level of organizational support related to their tasks and work needs.

Perceived Control

The perceived control variable had an average score of 3.47 (high category), with the highest indicator being “control over one’s own fate” (mean = 3.61), reflecting a strong sense of personal control among the auditors.

Measurement Model Evaluation

Convergent Validity

All indicators had outer loading values above 0.50. For the work design variable, eight indicators with loading factors below 0.70 were eliminated. After the elimination process, all remaining indicators met the criteria for convergent validity, with AVE values greater than 0.50.

Discriminant Validity

The Fornell–Larcker criterion showed that the square root of the AVE for each construct was higher than its correlations with other constructs. Therefore, all constructs satisfied the requirements for discriminant validity.

Composite Reliability

All variables had composite reliability and Cronbach’s alpha values greater than 0.70, thus meeting the standards for good reliability.

Structural Model Evaluation

Coefficient of Determination (R^2)

Perceived control had an R^2 value of 0.514, indicating that work design and perceived organizational support explained 51.4% of the variance in perceived control. Employee well-being had an R^2 value of 0.685, indicating that work design, perceived organizational support, and perceived control explained 68.5% of the variance in employee well-being.

Discussion

The Effect of Work Design on Employee Well-Being

The results of this study indicate that work design has a positive and significant effect on employee well-being among BPKP NTB auditors. Although the effect size is relatively small, this finding confirms that the quality of job design remains an important factor influencing auditors’ well-being. Theoretically, this finding is consistent with the concept proposed by Morgeson and Humphrey (2006), which states that work design encompasses task characteristics, social environment, and job context, all of which are directly related to employees’ work experiences. Descriptive results showed that the knowledge characteristics dimension received the highest score, reflecting that auditors’ work demands information processing, analysis, and the use of diverse skills. This aligns with the Job Characteristics Model (Hackman & Oldham, 1975), which posits that skill variety, autonomy, and feedback positively contribute to intrinsic motivation and employee well-being.

A well-designed job also satisfies the basic psychological needs outlined in Self-Determination Theory (Ryan & Deci, 2017), namely the needs for competence, autonomy, and social relatedness. In the context of BPKP NTB auditors, social aspects of work such as opportunities to interact with various stakeholders and a team-based work culture further

reinforce the contribution of job design to auditors' well-being. The highest scores on social interaction indicators suggest that auditors perceive work relationships as an important component of their overall well-being.

These findings support previous studies, including Bastida et al. (2022), Mharapara et al. (2022), Zhao et al. (2024), and Wahyudi and Suryatni (2024), which demonstrate that effective job design is associated with increased job satisfaction, engagement, and psychological health. This is particularly important given that auditors work under high pressure, tight deadlines, and demands for objectivity, making supportive work design a protective factor for their well-being. The organizational context at BPKP NTB also reinforces these findings. Task variety, teamwork, adaptation to digital auditing technologies, and ongoing competency development programs provide auditors with opportunities to enhance their skills and strengthen their professional roles. Therefore, even though the statistical effect size is modest, work design plays a crucial role in supporting auditors' well-being by enhancing competence, work meaning, and social interactions.

The Effect of Perceived Organizational Support on Employee Well-Being

The results of this study indicate that perceived organizational support (POS) has a positive and significant effect on employee well-being among BPKP NTB auditors. Although the effect size is relatively small, this finding reinforces that auditors' perceptions of organizational care and support still contribute to their psychological well-being. This finding aligns with the theory of Rhoades and Eisenberger (2002), which emphasizes that POS reflects the extent to which employees feel valued and cared for by the organization. Such support may include procedural justice, attention to well-being, adequate compensation, and responsiveness to employees' needs.

In the context of BPKP NTB auditors, organizational support is particularly important given the high-pressure, risk-laden, and detail-oriented nature of auditing work. This result is also consistent with the norm of reciprocity, which posits that employees respond to organizational support by increasing motivation, commitment, and work engagement. When auditors feel valued, they are likely to experience higher job satisfaction, more positive psychological experiences, and lower stress levels. These findings corroborate previous research by Thompson and Prottas (2006), Duong and Ho (2024), Sulistiawanti and Fitriyana (2022), and Ramadhani (2023), which found that POS significantly affects psychological well-being and job satisfaction. Descriptive results in this study showed that the highest-scoring indicator was "the organization cares about my well-being," indicating that organizational attention to auditors' well-being is the most strongly perceived form of support.

BPKP NTB demonstrates tangible practices that enhance auditors' perceptions of POS. These include the provision of healthcare facilities, counseling programs, performance recognition such as Employee of the Month, prioritization of competency development, hierarchical supervision, and two-way communication through team discussions and sharing sessions. These forms of support create a conducive work environment and strengthen auditors' trust and loyalty toward the organization. Overall, the findings demonstrate that POS fosters positive psychological conditions that enhance auditors' well-being. This variable serves as a key pillar in maintaining emotional stability, motivation, and readiness to meet the complex demands of auditing work at BPKP NTB.

The Effect of Work Design on Perceived Control

The results of this study indicate that work design has a positive and significant effect on perceived control among BPKP NTB auditors, with the effect size ranging from moderate to strong. This finding suggests that a clear, structured, and flexible job design plays a crucial role in shaping auditors' beliefs in their ability to control their work.

This finding aligns with the Job Characteristics Model (Hackman & Oldham, 1975), which identifies autonomy as a key characteristic in fostering perceived control. When individuals are given the freedom to determine work methods, task completion strategies, and operational decision-making, they experience higher levels of control. This is further supported by the concept of perceived control proposed by Ly et al. (2019) and Greenaway et al. (2015), which states that control emerges when individuals feel capable of influencing work processes and outcomes.

These results are also consistent with previous studies by Thompson and Prottas (2006) and Virginia and Etikariena (2021), which found that job autonomy and work flexibility are important predictors of perceived control. In the context of BPKP NTB auditors, task structures that require analysis, freedom in selecting audit approaches, and organizational trust in auditors' professionalism reinforce the perception that they have control over task execution.

Therefore, these findings confirm that effective work design characterized by role clarity, structured work systems, and adequate levels of autonomy contributes to increased perceived control among auditors. High perceived control is particularly important in complex auditing work, as it influences self-confidence, decision-making, and auditors' ability to manage work-related pressure.

The Effect of Perceived Organizational Support on Perceived Control

The results of this study indicate that perceived organizational support (POS) has a positive and significant effect on auditors perceived control. In other words, the stronger the auditors' perception that the organization values their contributions and cares about their well-being, the higher their perceived control over task execution.

This finding aligns with Robbins and Judge (2022) and Kraimer et al. (2011), who assert that organizational support enhances psychological security and individuals' confidence in their own competence. POS provides resources, guidance, and development opportunities that strengthen employees' ability to make decisions and complete tasks independently. Previous research by Thompson and Prottas (2006) demonstrated that informal support such as supervisor attention and coworker assistance is a strong predictor of perceived control because it is directly experienced in daily work processes.

This finding is also consistent with Social Exchange Theory (Blau, 1964), which explains that organizational support encourages employees to respond with increased self-efficacy, motivation, and control over their work. In the context of BPKP NTB auditors, various forms of organizational support such as hierarchical supervision, ongoing training, open communication, and policies supporting work-life balance reinforce auditors' technical and psychological competencies. Such support fosters the perception that auditors have the capabilities, resources, and organizational trust to control work processes and handle complex audit demands.

Overall, these results confirm that POS is a crucial factor in enhancing auditors perceived control. When auditors feel supported, they are more confident in managing tasks, making professional decisions, and handling audit-related risks that require precision and high objectivity.

The Effect of Perceived Control on Employee Well-Being

The results of this study indicate that perceived control has a positive and significant effect on employee well-being, with a moderate effect size. This finding confirms that the higher the level of control auditors perceive over their tasks, decisions, and work processes, the better their psychological, emotional, and social well-being.

Theoretically, perceived control reflects an individual's belief in their ability to manage situations and influence outcomes (Ly et al., 2019; Greenaway et al., 2015). This concept aligns with the notion of an internal locus of control, where individuals who view outcomes as the result of their own efforts tend to experience better psychological health and job satisfaction (Staneva & Chai, 2025).

These findings are consistent with previous research, which has shown that perceived control is an important predictor of subjective well-being (Stahlmann-Brown et al., 2025), life satisfaction (Ucar et al., 2019), and job satisfaction (Husin et al., 2024). In the context of auditors, opportunities to determine audit strategies, manage work pace, and exercise professional judgment enhance self-confidence, reduce stress, and strengthen motivation. Therefore, perceived control proves to be a critical factor in shaping employee well-being in high-demand work environments such as the auditing profession.

The Indirect Effect of Work Design on Employee Well-Being through Perceived Control

The results of this study found that perceived control mediates the relationship between work design and employee well-being. This indicates that effective job design not only produces a direct effect on employees' well-being but also exerts an indirect influence through enhanced perceptions of control. Work design that provides clear role structures, autonomy, and flexibility in determining how work is performed (Hackman & Oldham, 1975) creates conditions that enable auditors to experience greater control over tasks and work processes.

This perceived control reduces work-related stress, increases self-efficacy, and strengthens employees' psychological condition. These findings align with Social Exchange Theory (Blau, 1964), which posits that empowerment through job design encourages reciprocal positive attitudes and improved emotional well-being. Previous studies (Thompson & Prottas, 2006; Ucar et al., 2019; Stahlmann-Brown et al., 2025) have also demonstrated that perceived control serves as a key psychological mechanism bridging the influence of job characteristics on well-being. Therefore, these findings provide empirical evidence that perceived control functions as a significant mediator linking work design to auditors' well-being.

The Indirect Effect of Perceived Organizational Support on Employee Well-Being through Perceived Control

The results of this study also indicate that perceived organizational support (POS) has a positive and significant effect on employee well-being through perceived control. Perceived

organizational support manifested as recognition of contributions, attention to well-being, and provision of adequate resources creates psychological safety and enhances self-confidence. This, in turn, increases perceived control, defined as the belief that employees can effectively manage their work (Eisenberger et al., 1986).

These findings are consistent with previous research, which indicates that organizational support influences well-being by enhancing employees' control and competence (Thomas & Ganster, 1995; Aubé et al., 2007). With higher perceived control, auditors can respond more adaptively to job demands, manage stress more effectively, and achieve higher levels of well-being. Therefore, these results confirm that perceived control serves as a psychological mechanism that explains how organizational support can be translated into improved employee well-being.

CONCLUSION

Based on the research results, it can be concluded that:

1. Work design was found to have a positive and significant effect on employee well-being. This means that the better the design and organization of auditors' work, the higher their level of well-being.
2. Perceived organizational support was found to have a positive and significant effect on employee well-being. In other words, the higher the auditors' perception that the organization values their contributions and cares about their well-being, the higher the level of well-being they experience.
3. Work design was found to have a positive and significant effect on perceived control. This indicates that the better the work design implemented by the organization, the higher the perceived control experienced by employees.
4. Perceived organizational support was found to have a positive and significant effect on perceived control. In other words, the higher employees' perception that the organization values their contributions and cares about their well-being, the higher the control they feel over their work.
5. Perceived control was found to have a positive and significant effect on employee well-being. This means that the higher the level of control employees perceive over their work and work life, the higher their psychological, emotional, and social well-being.
6. Perceived control positively and significantly mediates the effect of work design on employee well-being. It serves as a mediating variable that conveys a positive and significant influence of work design on employee well-being.
7. Perceived control positively and significantly mediates the effect of perceived organizational support on employee well-being. It functions as a mediating variable that provides a positive and significant influence of perceived organizational support on employee well-being.

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