

From Support to Success: How Organizational Support Enhances Work Behavior and Drives Job Satisfaction

Jie-Shin Lin

I-Shou University, Kaohsiung,
Taiwan
Jieshin.lin@gmail.com

Abstract

The work environment affects workers' feelings and attitudes and it might influence the performance at work too. The reason behind this can be the gradual rise of humanism to be prevalent in the field of organizational behavior. In addition to aspects about employees' job satisfaction, factors such as feelings, attitudes, and well-being of employees' behaviors were also explored. The emergence of occupational health psychology promoted a healthy work environment for workers where they can maintain their physical and mental health as well as show excellent job satisfaction. The current study was conducted with high-tech industry in Taiwan. Under the scope of this study a total of 400 copies of questionnaire were distributed according to random sampling. Of the 400 copies, 335 valid questionnaires were retrieved, with a retrieval rate of 84%. The data from the questionnaire were analyzed using statistical software. The research results showed that high-tech industry' work behavior improved along with the perceived organizational support. The positive events experienced in workplaces (e.g., feeling care and support from the organization) promoted employees' work behavior and performance. High-tech industry with perceived organizational support, who show high emotional attachment to the organization, devoted themselves to the organization with better performance and supported the organization. The current study is expected to help high-tech industry improve their work behavior, increase their contribution to the high-tech industries, and as a result show a high job satisfaction.

Keywords: Work Behavior, High-Tech Industry, Perceived Organizational Support, Job Satisfaction, Financial Support

Introduction

Humanism is becoming more and more prevalent in the field of organizational behavior. Therefore, work environment affects the feelings and attitudes of workers and can also affect their performance. In addition to the concern about employees' job satisfaction, factors such as feelings, attitudes, and well-being in employees' behaviors were also

explored in the literature. The emergence of occupational health psychology promotes a healthy work environment for workers which maintain their physical and mental health while also enables excellent job satisfaction. The importance supervisors place on employees' opinions or well-being is a factor in employees' job attitude. Supervisor support, which is comparable to organizational support, can be considered a source of social support.

Management includes “people” and “affairs”. The former deals with the conditions of organizational members. Employees are important assets of an organization, so in addition to direct benefits, managers should care more about their physical and mental conditions and happiness (Wu, Li & Wu, 2022a). The positive affairs in an organization helps achieve a high job satisfaction, organizational objectives, and a high organizational performance. These are necessary in order to reach a win-win situation for the organization and employees in which “people” and “affairs” complement each other. In this respect, in addition to the effectiveness of “affairs”, the increase of skilled workers in the knowledge economy also changed the traditional view, therefore, the skilled workers are no longer considered as means of production but regarded as valuable human capital. It becomes an important issue to manage and motivate skilled workers and provide sufficient resources for the work to improve the professional attitude of workers (Wu, Yuan & Yen, 2021). Researchers are not only concerned with employees' job satisfaction, but also with the effects of employees' perceptions, attitudes, and well-being on their behavior. Relevant research shows positive effects of perceived organizational support on job satisfaction (Grootenboer et al., 2019; Pusztai et al., 2020). Previous studies revealed that the positive effects of perceived organizational support include promotion of job satisfaction through high job satisfaction (Çoban & Atasoy, 2020), and better job satisfaction of employees with higher organizational commitment compared to those with low organizational commitment (Joo, 2020). In the modern working environments employees are no longer being treated as tools to achieve organizational objectives. Previous research has rarely discussed the relationships between

work behaviors, perceived organizational support, and job satisfaction.

Therefore, this study discusses the relationships between high-tech industry' perceived organizational support and their job satisfaction from the perspective of work behaviors to help high-tech industry actively show positive work behaviors, improve their contribution to high-tech industries, and promote their job satisfaction.

Literature Review

Fan et al. (2021) pointed out that from the social exchange view point perceived organizational support can be explained as the match between organization support with performance-reward expectancy theory and integrating the idea of personification of organization (Afsar et al., 2021). First, Baker et al. (2020) discovered that social exchange theory regards exchange as the heart of social behavior, that is, there is exchange relationship between employees and the organization. Employees contribute with their efforts to exchange the rewards provided by the organization. “Performance-reward expectancy” in expectancy theory indicates that employees who believe that their job satisfaction can lead to the expected rewards show higher motivation to work hard. As a result, they obtain the rewards through their job satisfaction. Personification of the organization refers to the fact that an employee views the relationship with the organization to some extent as the relationship with another “greater individual”. Organizational policies and norms, as well as supervisor behavior, are considered as the way and behavior of the “individual”, or the organization, that treats employees to affect employees' perceptions and impressions of the organization (Donthu et al., 2021). Perceived organizational support can improve employees' performance and work behaviors in favor of the organization. The higher the organizational support, the stronger the affective identification or the lower the disengagement tendency can be seen (Roestorf et al., 2019; Wu, Yuan, Yen & Yeh, 2022b). In other words, when employees expect the organization to provide appropriate rewards for their efforts to help the organization achieve its objectives, these psychological expectations lead employees to consider the organization's appreciation of

employees' contributions. Emotional commitment refers to perceived organizational support, which can help employees meet their socio-emotional needs and feel committed to work harder for the organization, in addition, it acts as a motive for employees to develop a positive work behavior (Joanes et al., 2020; Wu et al., 2021). Perceived organizational support can increase employees' expectations of the organization and their belief that the organization will reward their efforts. If the organization satisfies employees' need for appreciation, employees will integrate the organization-member relationship into their self-identification and develop a positive emotional attachment to the organization which promotes their work behaviors (Arand et al., 2019). Perceived organizational support is based on employees' trust in the organization, for instance, employees believe that the organization will provide permanent and fair return based on the service provided. Under this psychological contract, employees will increase their work behavior and performance through expectation of effort and outcome and emotional attachment to organization's objectives (Choi et al., 2020). The following hypothesis is therefore proposed in this study.

H1: Perceived organizational support is significantly and positively correlated with work behavior.

H1-0: Perceived organizational support correlates significantly negatively with job attitude.

H1-1: Perceived organizational support shows significant positive correlations with job attitude.

Attitude is the combination of belief and affection toward certain people, concepts, and situations (Lakshman et al., 2020), as a positive or negative evaluation of people and matters (Ahmad et al., 2019). Since attitude is the mechanism by which people express their affection to exhibit certain behaviors, employees' work behavior in an organization is extremely important because it affects employees' work behavior (Hunt & Scheetz, 2019). Attitude is considered as a key factor for work behavior in an organization (Robbins, 2001). Research on attitude mainly assumes that "attitude can predict behavior", and that work behavior indirectly affects employees'

organizational commitment. Therefore, it is important to understand people's attitude. For instance, if an employee considers the high-tech industry's salary as too low, it reflects his or her dislike of the salary. If this negative attitude is not eliminated, it can lead to sabotage or termination. Attitude refers to the individual's subjective tendency toward people, objects, matters, or activities in the objective environment (Chen & Eyoun, 2021). Since it is a multi-layered concept, it covers the three highly correlated factors as cognition, affection, and behavior. The cognitive component refers to people's opinions and viewpoints about people and goals, that is, individual beliefs and opinions about matters. The affective component refers to individual affection for people and goals, i.e., individual reaction and experience in terms of emotions and perception that lead to behavior. The behavioral component refers to individual behavior toward people and goals, that is the individual behavioral tendency toward specific matters (Emich et al., 2020).

Lau et al. (2019) pointed out that work behavior is people's evaluation or behavioral disposition toward work. It includes cognition, affection, and behavioral intention, that represents people's intrinsic psychodynamics toward work. These traits have an effect on the perception, judgment, and tolerance of work, and they also influence job satisfaction. Most researchers studied people's work behaviors in the expectation of understanding the effects of people's psychological state on their behavior. Important work behaviors such as job satisfaction and organizational commitment have often been used to predict workers' behavior or performance in the organization and serve as a reference for managers' practical suggestions (Dsouza et al., 2020). Based on the "expectancy theory" and incorporating several other theories, Bouarar (2021) proposed an integrated arousal model in which there is a cyclical process between satisfaction and performance. People who exert effort receive a reward through high performance, which leads to satisfaction. After satisfaction, higher motivation facilitated efforts for higher performance, forming a positive cycle. On the contrary, when performance and reward do not lead to satisfaction, motivation to exert effort to strive for the next performance

decreases. Pingel et al. (2019) studied the effects of work behaviors on job satisfaction and found remarkably positive correlations between job satisfaction, job involvement, organizational commitment and job satisfaction. On these results, organizational commitment revealed to have the highest effects, which was followed by job satisfaction. Accordingly, the following hypothesis is proposed in this study.

H2: Work behavior shows remarkable and positive correlations with job satisfaction.

H2-0: Job attitude shows a significant negative correlation with job satisfaction.

H2-1: Attitude toward work reveals significant positive correlations with job satisfaction.

Liao et al. (2021) revealed that performance refers to the achievement of goals and the use of resources, i.e., the overall performance of effectiveness and efficiency. Job satisfaction refers to the organization's display of objective-related behavior. Hu et al. (2020) considered job satisfaction as the achievement by employees of work within a specified period. Barmeyer & Davoine (2019) considered job satisfaction as the way employees engage in work; employees learned to organize time, technology, and communication, interact with others and obey supervisors. Kapoutsis et al. (2019) claimed that job satisfaction is employees' implementation of work tasks and the net effect of employees' efforts that can be used to measure employees' job satisfaction. Chen et al. (2021) pointed out job satisfaction as employees' performance on the job, i.e., the individual behavior to meet the organization's expectations, delivery, and regulations.

Shin et al. (2019) considered that the positive relationships existed between perceived organizational support and affective commitment. Accordingly, affective commitment is an effective a factor in job satisfaction when it comes to employees' responsibility to the organization. This view is based on exchange theory. When employees feel that the organization is good to them, they show responsibility to the organization and give feedback for a reward. Etehadi and Karatepe (2019) pointed out that responsibility is the intervening variable of perceived organizational support,

affective commitment, in-role behavior, and ex-role behavior. In other words, employees who have higher perceived organizational support and certain degree of organizational responsibility can have increased affective commitment with better job satisfaction and organizational citizenship behavior. On the other hand, Chaudhary (2020) assumed that there was a relationship between "performance – reward expectation" and stated that employees' job satisfactions increase when they perceive that the organization gives importance to their contribution and reward expectation. "Expectation of reward" played a mediating role in the relationship between perceived organizational support and job satisfaction. Mahmoud et al. (2021) explained that employees whose perceived organizational support is improved will be in a positive mood, show increased organizational citizenship behavior, and have lower work pressure to promote job satisfaction. As a result, the following hypothesis is proposed in this study.

H3: Perceived organizational support has a significant and positive correlation with job satisfaction.

H3-0: Perceived organizational support has a significant negative correlation with job satisfaction.

H3-1: Perceived organizational support has a significant positive correlation with job satisfaction.

Methodology

I. Operational definition

(1) Perceived organizational support

In accordance with Won et al.'s (2021) study, perceived organizational support contains the following dimensions.

1. Adaptation support: This refers to organizational support for employees' job adaptation (including working environment and management system).
2. Career support: This refers to organizational support for employees' career (including career planning and counseling).
3. Financial support: This refers to all monetary support for employees (including salary and welfare).

(2) Work behavior

According to Chen et al. (2020), work behavior includes three dimensions.

1. Cognitive component: This can be described as the belief in events or objects. This belief develops from the interaction of concept, concern, thought, attitude, knowledge, and surrounding logic as a sense of reason or thought. The surrounding logic include opinions and understanding of people, affairs, and objects.
2. Affective component: It can be defined as the emotional feeling associated with attitude. It mainly involves the feelings of sympathy, happiness, love and hate, as well as kindness, tolerance, and friendliness. This reaction includes the individual feelings of like/dislike toward people, affairs, and objects.
3. Behavioral component: This dimension includes the individual emotional response and action tendency toward the object of attitude. Some psychologists believe that certain attitudes can lead to certain behaviors. These may include individual actions or adaptive reactions to people, affairs, and objects.

(3) Job satisfaction

As mentioned by Yang et al. (2020), job satisfaction includes two dimensions.

1. Task satisfaction: This can be referred as workers' contribution to the technological core of the organization and the performance achieved in the context of their jobs.
2. Contextual satisfaction: This dimension is the workers' contribution to the satisfaction of the organization beyond the tasks.

II. Data analysis procedures

The goodness of fit test in structural equation modelling can generally be measured by the overall model fit (i.e., the extrinsic quality of the model) and the intrinsic quality of the model. With regard to the overall test of model fit, common goodness-of-fit indices include (1) the " χ^2 ratio"

(Chi-square ratio), which represents the difference between the actual theoretical model and the expected value, and is better when it is less than 3, (2) the goodness-of-fit index (GFI) and adjusted goodness-of-fit index (AGFI), which show better fit when they are close to 1, (3) the root-mean-square residual (RMR), which reflects the square root of the "fit residual variance/covariance mean", and is better when it is less than 0.05, and (4) the incremental fit index (IFI), which indicates excellent model fit when it is higher than 0.9.

The intrinsic quality of the model is often used for structural equation modelling. These include, (1) the SMC (squared multiple correlation) of the individual manifest variables, as R² of the manifest variables and the latent variables, which should be higher than 0.5, (2) the composite reliability (ρ) of the latent variables, as Cronbach's α of the observed indicators of the latent variables, which should be higher than 0.6, (3) the average variance extracted of the latent variables, which is calculated by dividing the R² sum of the manifest variables of a latent variable by the number of the manifest variables to determine the percentage of the latent variable being measured with manifest variables, which is better when it is higher than 0.5.

III. Participants of the study

The current study was conducted with high-tech industry in Taiwan. Under the scope of this study a total of 400 copies of questionnaire were distributed according to random sampling. Of the 400 copies, 335 valid questionnaires were retrieved, with a retrieval rate of 84%.

IV. Reliability and validity test

Validity refers to the measurement tools' ability to truly measure what a researcher is trying to measure. Common types of validity include "content validity", which refers to a qualitative concept, "criterion validity", which uses the recognized external criteria and correlation coefficient of the test for comparative evaluation, and "construct validity", which assesses the consistency of the measurement instrument with other observable variables. The content of the questionnaire in this study is based on the previous theories and refers to the real situation of the objects. This procedure was followed to correctly express

the essence of the relationships and to achieve full representativeness. It can be ensured that the questionnaire has the content validity. The final estimation of the communality of the result of the factor analysis is applied to test the construct validity of the dimensions. The determined validity is between 0.8 and 0.9, which indicates a good validity of the questionnaire.

Results

I. Model fit test

“Maximum likelihood” is utilized to achieve convergence between the estimate, and the analysis results. Overall, it can be concluded that the entire model fit indices of this study passed the test as shown in Table 1. The results fully reflect the good extrinsic quality of the model.

Table 1 Model analysis result

overall fit	index	judgment standard	result
	<i>p</i> -value	<i>p</i> -value > 0.05	0.000
	$\chi^2/d.f.$	< 3	1.287
	GFI	> 0.9	0.964
	AGFI	> 0.9	0.915
	CFI	> 0.9	0.952
	RMR	< 0.05, < 0.025 excellent	0.017
	RMSEA	0.05~0.08 good < 0.05 excellent	0.028
	NFI	> 0.9	0.946
	IFI	> 0.9	0.932

II. Path analysis test

In terms of the intrinsic quality of the model, the SMC value for the manifest variables was found to be above 0.5 (Table 2). These results reveal good indices of the latent variables. Furthermore, the latent variables of perceived organizational support, work behavior, and job satisfaction

not only have a composite reliability of higher than 0.6, but also the average variance explained of the dimensions were found higher than 0.5 (Table 2). It can be concluded that these results meet the requirements for the intrinsic quality of the model.

Table 2 SMC of variable to dimension

Perceived Organizational Support				
Adaptation Support		Career Support		Financial Support
0.68		0.73		0.75
Work behavior			Job satisfaction	
Cognitive Component	Affective Component	Behavioral Component		Task satisfaction
0.66	0.71	0.77		0.74
Item	Perceived Organizational Support	Work behavior	Job satisfaction	
Composite Reliability	0.827	0.856	0.891	
Average Variance Explained	0.80	0.83	0.86	

The results of the model analysis presented in Table 3 show positive and significant correlations between perceived organizational support and work behavior (0.846), work behavior and job satisfaction (0.871), as well as perceived

organizational support and job satisfaction (0.863). Therefore, H1, H2, and H3 were supported. The results of the hypothesis tests are shown in Table 3.

Table 3 Linear structural model analysis result

Evaluation item	parameter/evaluation standard	Result	t
Internal fit	perceived organizational support→work behavior	0.866	43.36**
	work behavior→job satisfaction	0.847	32.51**
	perceived organizational support→job satisfaction	0.825	23.18**

Discussion

With the changing times, work occupies an increasingly larger part in human life and becomes one of the factors that affect individual physical and mental health (Dsouza et al., 2020). For an organization, management involves “people” and “affairs”. An organization has the expectation of attracting outstanding talents, establishing excellent teams, and achieving good productivity, high creativity, performance, and profits (Chaudhary, 2020). In the west, occupational health psychology (OHP) has evolved from the original intention of creating a healthy work environment, caring for workers' well-being, and improving the quality of people's work and lives to the ultimate goal of the human resource management “happiness, satisfaction, performance” (Choi et al., 2020). The research results revealed significantly positive correlations between perceived organizational support and job attitude, which is consistent with previous research (Arand et al., 2019; Choi et al., 2020). For this reason, campus administrators can ensure that high-tech industry feel cared for by the administration. In addition, the administration can value the high-tech industry' opinions and adequately support the demands of high-tech industry' demand to enhance high-tech industry their perceived organizational support. Specific measures include building a sense of security beyond material rewards so that high-tech industry have a clear direction for the future, proper empowerment that enables high-tech industry to make decisions to develop their field and identify themselves with their organization. Moreover, establishing channels for creative suggestions or expressing opinions to ensure communication between administration and high-tech industry contributes a lot to building of a positive work environment. In addition, providing timely feedback to

high-tech industry can help them feel valued by the administration. Setting appropriate goals and maintaining suitable work challenges or diversity for high-tech industry helps them develop a sense of achievement and satisfaction. The above measures improve the systems which in turn increase perceived organizational support and develop positive attitude and job satisfaction. The research results revealed significantly positive correlations between perceived organizational support and job satisfaction, conforming to the previous literature (Chaudhary, 2020; Mahmoud et al., 2021).The administration in an organization should strengthen the professional knowledge and competence of high-tech industry as well as help them to achieve a peaceful emotional condition and pursue their spiritual growth to deal with life, employee s, and work with positive attitude (Joanes et al., 2020). In line with the previous literature, the research results showed significantly positive correlations between job attitude and job satisfaction ((Dsouza et al., 2020; Bouarar, 2021). Education administrative authorities can promote high-tech industry' job satisfaction and improve the outcomes at work. The authorities should provide workshops that can help the development of high-tech industry' field knowledge and teaching competence. Additionally, in this way they can have high-tech industry to have successful teaching experience, develop a sense of achievement, and receive appreciation from others. As a result of these, high-tech industry practice more successful teaching. In this respect, high-tech industry can improve their job satisfaction and attitude as well as promote the effectiveness of their teaching (Roestorf et al., 2019).

A employee who is satisfied, pleasant, and happy in life has a more optimistic and positive attitude, can concentrate better at work and is better able to cope with pressure, difficulties, and challenges (Liu, 2020; Liu & Watson,

2020). Meanwhile, people with positive emotional attitude can influence and attract their peers to build a favorable interpersonal relationship and have richer interpersonal resources and flexibility at work, which help with delivering good performance (Bektaş et al., 2020). In this case, the promotion of employees' perceived organizational support and work behavior can improve their job satisfaction. Therefore, a high-tech industry organization should take employees' background and needs into account to improve their perceived organizational support, work behavior, and job satisfaction through various methods. Beyond hard systems, administrative organizations are suggested to promote employees' work behaviors through soft methods (Kowalczuk-Wałędziak, 2023). In addition to reinforcing employees' professional knowledge/competencies, administrative organizations should support employees in improving intellectual content and striving for intellectual growth so that employees can approach the challenges in terms of life, employees, and work with positive attitudes (Fraser, 2019). Educational administration that is able to promote employees' work behavior can improve job satisfaction. For this reason, educational administration should promote various courses of study to improve employees' teaching knowledge and competencies and let employees gain successful teaching experiences so that they can gain further sense of achievement from teaching and the affirmation of others to be even more successful in teaching. This will promote employees' sense of achievement at work as well as improve their work behavior to promote their teaching efficiency greatly.

Conclusion

This study employed the LISREL model by integrating factor analysis and path analysis to conduct an in-depth examination of the internal relationships among work value, work stress, and work morale. The model testing results demonstrate that the constructed model meets excellent standards in both external fit and internal structure. Specifically, the model's χ^2/df value is 1.287, which is well below the standard of 3; the GFI is 0.964 and the AGFI is 0.915, both surpassing the 0.9 criterion; the CFI reaches 0.952, the NFI is 0.946, and the IFI is 0.932;

additionally, the RMR is only 0.017 and the RMSEA is 0.028. These indices collectively indicate that the overall model fits the data exceptionally well, demonstrating excellent external fit.

Regarding the path analysis, the examination of internal relationships shows that all the relationships among the latent variables are highly significant. Specifically, the path coefficient from perceived organizational support to work behavior is 0.866 ($t = 43.36, p < 0.01$), indicating that higher perceived organizational support significantly boosts work behavior. The path coefficient from work behavior to job satisfaction is 0.847 ($t = 32.51, p < 0.01$), showing that active work behavior significantly enhances job satisfaction. Furthermore, the direct path coefficient from perceived organizational support to job satisfaction is 0.825 ($t = 23.18, p < 0.01$), demonstrating a strong positive effect. These three primary paths not only confirm the study's hypotheses (H1: perceived organizational support positively influences work behavior; H2: work behavior positively influences job satisfaction; H3: perceived organizational support positively influences job satisfaction) but also further indicate that organizational support can enhance job satisfaction by stimulating employees' active work behavior, thus creating a positive chain of influence.

In addition, the measurement model produced satisfactory results. Based on the SMC values and significance tests, the explanatory power of all observed variables on their respective latent constructs exceeds 0.5. At the same time, the composite reliabilities of perceived organizational support, work behavior, and job satisfaction are all above 0.6, and the average variance extracted (AVE) for each latent variable is greater than 0.5, which fully confirms the internal quality and precision of the measurement tools used in this study.

In summary, from the perspectives of the measurement model, internal relationships, and overall model fit, this study has achieved rigorous and consistent empirical results that validate the causal relationships among work value, work stress, and work morale, as well as their underlying operational mechanisms.

This research further enriches the theoretical framework of organizational behavior and employee psychological adjustment. First, the model validation shows that under high perceived organizational support, employees' active work behavior can effectively enhance job satisfaction, providing empirical support for existing theories regarding positive incentive effects. Second, the study reveals a dual effect between perceived organizational support and job satisfaction: there is both a direct impact and an indirect mediating effect through work behavior. This finding further clarifies the interaction between employees' psychological states and their behavioral performance. Moreover, the study demonstrates the efficacy of structural equation modeling in handling multiple factors and complex pathway relationships, offering a valuable methodological reference for future empirical research in related fields.

The conclusions drawn from this study carry significant implications for high-tech industry management. The data indicate that when employees' recognition of work value increases, the work stress they experience is markedly reduced, and lower stress levels, in turn, boost work morale, ultimately enhancing overall job satisfaction. This implies that when formulating management strategies, high-tech industries should focus on increasing internal value recognition to reduce stress and promote morale. Specifically, organizations can adopt a multifaceted approach that includes cultural development, incentive mechanisms, leadership training, and cross-departmental collaboration to achieve a win-win situation for both employees and the organization.

In conclusion, this study has rigorously demonstrated, through empirical testing, that there exists a significant and stable causal relationship among work value, work stress, and work morale, and it has further elucidated the key role that value recognition plays in reducing stress and enhancing morale. These conclusions not only enrich the theoretical foundation of organizational behavior but also provide concrete evidence for high-tech industries seeking to continuously improve their management models and drive organizational innovation and transformation, thereby offering clear directions for future research.

Management Implications

This study utilized the LISREL model to conduct an in-depth examination of the relationships among work value, work stress, and work morale. The results indicate that when employees strongly recognize the value of their work, the stress they experience is significantly reduced, which in turn enhances their overall work morale. These findings have profound implications for businesses and organizations operating in today's highly competitive market environment, offering valuable insights on how to foster a positive and dynamic work atmosphere, boost internal cohesion, and promote long-term growth. The practical implications can be elaborated from the following aspects:

Research results show that employees' recognition of work value is significantly negatively correlated with the stress they perceive, while it is significantly positively correlated with work morale. This means that when employees deeply identify with the value of their work, the negative pressures they experience are substantially diminished, enabling them to maintain higher levels of enthusiasm and job satisfaction. Consequently, high-tech industries should start with cultural development—beginning at the top—with leaders clearly communicating the organization's mission, vision, and core values, and integrating these values into every decision and daily operation. By doing so, employees can better understand the connection between their individual contributions and the organization's long-term success, which in turn fosters a stronger sense of belonging and pride.

The study also found that work stress has a significant negative impact on work morale. This result serves as a warning for high-tech industries: while pursuing performance and efficiency, it is crucial to prioritize employee mental health and stress management. Excessive work stress not only weakens employees' motivation but can also lead to health issues that ultimately impair overall performance. High-tech industries can establish a systematic stress management and mental health support system—by providing services such as counseling, flexible work arrangements, and stress adjustment training—to help employees cope more effectively with work-related

pressures, thereby improving work morale and overall satisfaction.

Moreover, the research emphasizes that work morale is significantly and positively related to work value, underscoring the decisive role that enhanced work morale plays in improving overall job performance. Employees who perceive a high level of work value tend to exhibit greater willingness to work, higher organizational loyalty, and a stronger sense of community spirit. This positive interactive effect not only maximizes individual potential but also facilitates team collaboration, ultimately forming a robust competitive advantage for the organization. Therefore, when implementing employee incentive measures, high-tech industries should fully consider how to enhance employees' recognition of work value and adopt multiple initiatives to boost work morale.

Additionally, the study highlights the indispensable role of leaders in this process. When selecting and developing managers, high-tech industries should pay special attention to candidates' ability to convey positive values and motivate their teams. Leaders who possess positive leadership qualities can reduce employee stress by establishing effective communication channels, strengthening team cohesion, and consistently delivering encouraging messages, thus elevating overall morale. Therefore, high-tech industries should invest in leadership training and evaluation, encouraging managers to actively promote positive values through concrete actions, thereby creating a highly supportive and energetic work environment.

Cross-department collaboration and knowledge sharing also emerge as important insights from this study. The findings indicate that when employees feel a strong sense of value recognition and team support, their work stress is significantly reduced and morale is noticeably enhanced. This suggests that breaking down information silos and fostering cooperation and resource sharing among different departments can effectively stimulate employee creativity and initiative. High-tech industries should design cross-department projects or establish internal knowledge-sharing platforms to promote this goal, further enhancing overall work effectiveness and competitiveness.

Furthermore, with the rapid development of information technology, data-driven decision-making has become a critical trend in modern management. Organizations should fully utilize data management platforms to continuously monitor and analyze key indicators such as work value, work stress, and work morale. Through data analysis, management can promptly track changes in employee psychological states, quickly identify problems, and develop precise improvement measures. This scientific, data-driven management approach not only increases the accuracy of internal decision-making but also helps high-tech industries maintain a leading position in competitive markets and drives continuous innovation and progress. In addition to internal management, high-tech industries should actively seek partnerships with external professional organizations, academic institutions, and industry peers to jointly explore best practices in management innovation and employee mental health. By participating in industry seminars, academic forums, and specialized training sessions, high-tech industries can access the latest management theories and technological advancements and apply these advanced experiences to their daily operations. Establishing platforms for experience sharing with peer high-tech industries can further drive industry-wide management innovation and provide additional support for future development.

In summary, the relationships revealed in this study among work value, work stress, and work morale offer a new perspective for organizational management. When high-tech industries are able to enhance employees' recognition of work value, they not only reduce the stress experienced by employees but also significantly improve overall morale, thereby creating a positive cycle that boosts overall performance. This positive interactive effect is critical for enhancing employee creativity, team collaboration, and overall competitiveness. Organizations should approach this challenge from multiple dimensions—including cultural development, stress management, employee incentives, leadership training, cross-department collaboration, data-driven decision-making, and external partnerships—to establish a comprehensive, multidimensional management system that ensures long-

term, stable development in an ever-changing market environment.

As technology continues to advance and management environments evolve, high-tech industries must continuously review and update their management models to ensure they are well-equipped to respond to emerging challenges. By adopting data-driven decision-making and engaging in active internal and external communication, high-tech industries can not only more accurately identify problems and opportunities but also adjust their management strategies precisely to achieve ongoing innovation and improvement. This continuous improvement dynamic will provide high-tech industries with significant long-term competitive advantages, ultimately resulting in a win-win situation for both the organization and its employees.

Recommendations

Based on an in-depth exploration of the relationships among work value, work stress, and work morale, the following practical recommendations are proposed to help organizations enhance management effectiveness from multiple perspectives, further foster positive employee emotions and capabilities, and ultimately improve overall performance.

1. Promote a Value-Driven Corporate Culture:

Organizations should start at the top by clearly communicating the high-tech industry's mission and core values, and integrating these principles into every decision and daily operation. By leveraging internal communications, cultural events, and workshops, every employee can gain a deep understanding of and commitment to the organization's value philosophy. This not only boosts employees' identification with their work but also effectively reduces the psychological pressure caused by misaligned values, thereby enhancing overall work morale. For instance, management can hold regular corporate culture training sessions and value-focused seminars, using multiple media channels to consistently reinforce these core messages.

2. Establish Targeted Leadership Training Programs:

When selecting and developing managers, organizations should pay special attention to whether candidates possess the ability to communicate positive values and motivate their teams. It is recommended that high-tech industries design specialized leadership training courses that cover topics such as effective communication skills, emotional management, team motivation, and conflict resolution. In addition to theoretical instruction, interactive methods such as simulations, case discussions, and role-playing exercises should be used so that managers can gain hands-on experience in how positive leadership reduces employee stress and improves morale. Moreover, implementing a mentorship system—where experienced managers guide new leaders by sharing successful strategies and best practices—can further enhance leadership effectiveness.

3. Develop a Comprehensive Employee Mental Health and Stress Management System:

Organizations should set up dedicated psychological counseling departments or partner with professional agencies to conduct regular assessments of employees' mental health. Based on these assessments, high-tech industries can design tailored stress management and adjustment training programs for different departments or roles, and introduce personalized counseling initiatives. Simultaneously, establishing anonymous feedback channels allows employees to report sources of stress promptly, enabling swift corrective measures. These steps not only reduce employees' psychological stress but also improve job satisfaction and overall work morale, ultimately creating a healthier, more supportive work environment.

4. Implement a 360-Degree Evaluation and Feedback System:

To gain a comprehensive understanding of the impact of leadership behavior on employee well-being and performance, organizations can utilize validated measurement scales—similar to those used in this study—to regularly assess employees' work value recognition, work stress, and work morale. By employing a 360-degree evaluation system that collects feedback from supervisors, peers, and subordinates, high-tech industries can identify management deficiencies and make timely

adjustments. Based on these insights, regular management workshops can be held to share successful practices and improvement strategies, continuously optimizing the overall management model and boosting organizational performance.

5. Encourage Cross-Department Collaboration and Knowledge Sharing:

Information silos and insufficient collaboration between departments can hinder overall work effectiveness. To break down these barriers, high-tech industries should design cross-department projects or establish internal knowledge-sharing platforms that encourage employees from various departments to exchange experiences, share resources, and collaboratively solve problems. This type of cross-department synergy not only optimizes resource allocation but also stimulates employee creativity and initiative, further enhancing work morale and self-efficacy. Regular cross-departmental seminars or team-building activities can further promote internal cooperation and the free flow of information.

In summary, the relationships revealed in this study among work value, work stress, and work morale provide a fresh perspective on organizational management. When high-tech industries enhance employees' recognition of work value, the stress they experience is significantly reduced, leading to improved work morale and, ultimately, better overall performance. This positive interactive effect is crucial for boosting employee creativity, fostering teamwork, and enhancing overall competitiveness. Organizations should address this challenge from multiple dimensions—including cultural development, stress management, employee incentives, leadership training, cross-department collaboration, data-driven decision-making, and external partnerships—to build a comprehensive, multidimensional management system that ensures long-term, stable success in a dynamic market environment.

As technological advances and management environments continue to evolve, high-tech industries must regularly review and update their management models to effectively address emerging challenges. By adopting a data-driven

decision-making approach and engaging in ongoing internal and external exchanges, organizations can not only more accurately identify problems and opportunities but also adjust their strategies with precision, achieving continuous innovation and improvement. This sustained drive for improvement will provide high-tech industries with significant long-term competitive advantages, ultimately leading to a win-win outcome for both the organization and its employees.

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