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The Effect of Education Management and Learning and Teaching Arts on Organizational Wellbeing: The Moderating Role of Organizational Support in Tertiary Level Education

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Abstract

The prime concern of this research effort is to express the phenomenon of organizational wellbeing among the higher education sector of China. This research incorporated and assessed the role of education management at tertiary-level institutes to predict the perception of organizational well-being. The study also considered the role of learning and teaching Arts to explain organizational well-being, and strong organizational support found to be significantly important for organizational success, performance and ultimately organizational wellbeing. The study contributes to the body of knowledge by explaining the role of education management and learning and teaching arts in the higher education sector that further leads towards organizational wellbeing. The study contributes in knowledge by empirical investigation of relationship, this research significantly enriches the knowledge about education management, teaching and learning to explain the phenomenon of the organizational wellbeing with moderating role of organizational support. The data was collected from higher education sector of China, as China has initiated multiple reforms to boost the education sector and to attract the international students. Stratified random sampling technique was used to obtain the responses to explain the relationships between constructs. The collected data was analyzed on the Smart-PLS through PLS algorithm and bootstrapping method to assess the validity, reliability and significance of the relationships. This research has accepted the hypothesis that education management significantly affects organizational well-being, while learning and teaching art have no significant relationship with organizational well-being. The moderation role of organizational support plays significant role in this study by strengthening the relationship between constructs. The study reported that strong organizational support influences the relationship between education management and organizational wellbeing, and also significantly influence the relationship between learning and teaching arts and organizational wellbeing. As a result, ensuring effective education management can contribute to organizational well-being. The study also recommended that implementing effective learning and teaching methods is essential to enhance organizational well-being.

Keywords: Organizational Wellbeing, Organizational Support, Education Management, Learning and Teaching Art, Chinese Education Sector, Tertiary Education level.

Introduction

The rapidly changing working environment and digital transformation have increased the cruciality of tasks that leads towards higher stress level and psychological issues of the workforce. The workforce in developing and developed countries found to be worried about psychological issues and wellbeing of employees due to various changes taking place in current digitalized era and the research scholars have given much importance to the phenomenon of the wellbeing due to its significance in modern era (Hamilton Skurak et al., 2021). The

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organizational management should focus on the improving the mental health and wellbeing of employees by reducing the stress level and for achievement of optimal level of efficiency, there is need to develop employee-centric practices to enhance the wellbeing of employees (Mat Khairi et al., 2020). The concept of wellbeing is described as the perception of employees towards the life standards as well as psychological and social standards. The wellbeing of employees is refereed as physical wellbeing, mental wellbeing, social wellbeing, and psychological wellbeing, the research scholars have recognized the importance of wellbeing due to its significant link to the satisfaction, happiness and progress of employees that further impact the performance of the organizations (Pagán-Castañoetal., 2020; Hameed et al., 2022). The psychological health of an individual is represented by the psychological wellbeing that is defined as the continual development over the number of years of life of an individual. It has been related with the feeling of joy, feeling of happiness, it is also linked and referred as the capabilities of an individual to accept and recognize the positive emotional stability and avoid the negative emotions of life that helps to attain the contentment and satisfaction of life that comes under the umbrella of psychological wellbeing (Loon et al., 2019). It has been stated that achievement of satisfaction and happiness is not avail by chance but requires consistent efforts, the consistent and persistence efforts enable the individuals to achieve the happiness and satisfaction that further derive towards the wellbeing (Ryff, 2013).

The researchers have shown their interest in empirical investigation of employability and wellbeing in current globalized era and policy making that express the ability of individual to retain the job or to obtain a desired job (Rothwell & Arnold, 2007). It has been stated that employability is conditional for employee wellbeing and organizational success. The prior literature has depicted the relationship between employability and organizational success and employee wellbeing, currently, it has grabbed the attention for debate that employable workforce found to be higher performer and maybe unintended consequences of turnover. The general wellbeing was influenced by the job satisfaction and life satisfaction that generally related to the job activities. The self-rated performance and turnover also found to be related to the organizational success and the role of employability has been expressed in achieving the wellbeing. The phenomenon of the employability and wellbeing has been addressed in literature to explain the performance and turnover intention in previous literature (Casteren, Meerman, Brouwers, Dam, & Klink, 2021).

The studies have been conducted to analyze impact of various predictors including social responsibility, ethics, economic, social and environmental performance, the studies have also examined the effect of social responsibilities and organizational ethics to explain the employee wellbeing. The employees are considered as the key internal stakeholder that motivates the employees to achieve the organizational success, while in interacting with external key stakeholders. There is lack of empirical evidences and studies that have explained the phenomenon of the wellbeing of employees influenced by various predictors, the organizations must pay special attention to the organizational success that is largely based on the internal key stakeholders (Flint et al., 2008). The study has investigated the relationship between social responsibility and the role of ethics in explaining the employee wellbeing. The study explained the causal relationship between social responsibility and organizational ethics to explain the phenomenon of wellbeing (Khan et al., 2019)

The community interacts to each other at workplace and in live together for common interest, the interaction between individuals in community considers several dimensions including psychological, cultural, social, natural and economic perspective that confers the wellbeing

status. The wellbeing found to be influenced by social, economic, environmental, cultural and political dimensions, the concepts have been used interchangeably with health, however health is referred as individual's physiological indicators, but wellbeing is considered as the concept of description of general condition of an individual's social context (McCrea et al., 2014). The literature has described the non-contextual measure of life including life satisfaction, and happiness, while general consideration including job satisfaction, and more specifically the salary satisfaction and good workplace. The wellbeing of individuals' satisfaction regarding social relationship, privacy and working environment that reduces the stress also, the wellbeing of employees has been considered as the component of social responsibility and ethical concerns. The concept of wellbeing has been expressed under human, social and economic capital perspective, the physical and psychological, social and economic wellbeing, the social, economic and environmental, the political and physical and residential dimensions of wellbeing. The sufficient income, job stability and exciting opportunities in labor market also influence the wellbeing of employees, the social dimension includes the concept of community spirit, security and trust, the reciprocity, involvement, cohesion and information interaction (Kuykendall & Tay, 2015).

Employers strive to improve and ensure the wellbeing of employees because declined wellbeing leads towards the unproductivity, unhappiness, and increases the stress level among employees, it also increases the anxiety, and eventually leads towards the higher turnover (Avramchuk, 2017). Higher education sector provides services to enrich knowledge, skills and abilities of human resources of country to fulfill the demand in various sectors. Qualified human resource enables organizations to utilize intellectuals for achievements of their goals. Higher education sector and industries requires highly skilled and knowledgeable employees to execute their operations as success of organizations largely depends upon effective utilization of intellectual capital (Li et al., 2022). The enthusiastic, creative and skilled employees play curial role operational success of organizations. Therefore, highly skilled human resources with intellectual abilities always remained potential target of organizations to be hired (Saputra et al., 2018). Research scholars have identified that educational quality around the world has far behind to serve the market and to gain competitive advantage on the base of HR provided by educational institutes these days.

The studies have been claimed that insufficient knowledge, skills and abilities given by current education system cannot fulfill the requirement of current business practices at international level. It has become one of important concern today in Indonesia to address the education related issues and management dilemma. The research studies have focused on various factors associated with education sector such as management, quality, education system, outcomes related to education and educational institution management. Literature has expressed evidences that education system plays crucial role initiating change in society. The newly emerging values and practices based on education provided by educational sector adopted by new generation. Various countries have given attention to their educational system to determine the progressing of nation. The educational system of country largely play role in position of nation and progress. The national development plan of country entails quality of education system that brings well-being in life of people of country. Literature has highlighted the development imbalance between different cities located as Western and Eastern Regions of Indonesia including villages (Sulisworo, 2016).

The education in right for every citizen anywhere in the world, the individuals have equal rights to get education. The educational development and management is crucially important for

government to implement the equal accessibility mechanism, the institutes implement their relevant special educational system and learning mechanism that enrich the knowledge, skills and abilities of the students (Oktadiana & Wardana, 2019). The education related issues have been reported in various countries of the world, the quality of education plays important role in gaining the competitive edge based on the role of education, managerial competency of the education institutes, quality of education system and educational outcomes to explain the influence on the human capital development. The educational institutes drive the change in society, the new values can be adopted in educational institutes including cultural perspective, the HR practices considered the need of effective human capital development influenced by the education management. The governments spend huge amount on education sector to develop the education system that determine the future of the country in developmental perspective (Nomor, 2015). It has been reported in the literature that developmental perspective is not sufficient to improve the quality of life and education that can achieve the wellbeing of people and country, the developmental imbalance among various regions has been raised, it is due to underdeveloped regions that negatively impact the performance (Sulisworo, 2016).

The quality of education plays important role in developing the competitiveness of the nation, although its is not entirely representation of competitiveness and it is an important indicator, the effective human resources contribute in achievement of goals of competitiveness by ensuring the innovative driven approach (Schwab & Sala-i-Martin, 2014). The figure 1 below shows that stages of development.

Stages of Development

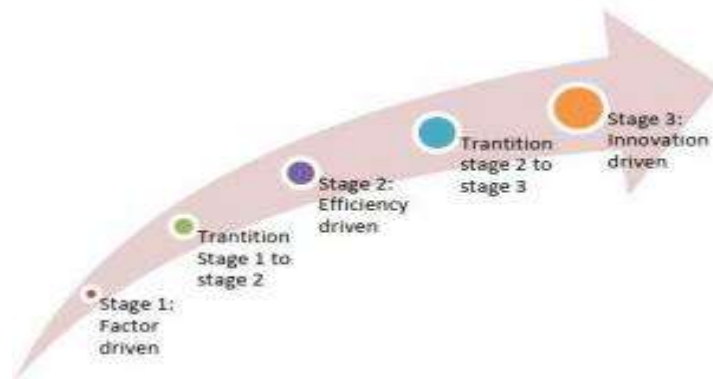


Figure 1: Stages of development Source: (Sulisworo, 2016).

The education cannot be ignored in today's highly competitive era as the quality of education and educational planning and implementation also contribute in achievement of goals, the enforcement of quality of education impact the production, found to be reliable, assurance, effective communication, responsiveness and courtesy (Lao et al., 2018). The performance of the education sector can be improved through effective assurance of managerial competencies and total quality management that further influences the operational perspective. The prior studies have explained the role of input, processes and output of entrepreneurial programs on

students in higher education sector of Bandung, Indonesia, the study considered audience, institutes and type as input, the processes are considered as objectives, the contents, and method of teaching. The output is measured by the knowledge about entrepreneurship and entrepreneurial knowhow, the entrepreneurial spirit, and entrepreneurial behavior. The study reflected the value creation for students through effective utilization of resources for input, processes and output (Aldianto et al., 2018).

This study intends to determine the organizational wellbeing influenced by the education management, and education learning and teaching. The study also intends to investigate the moderating role of organizational support to explain the phenomenon of the organizational wellbeing. This study argues that wellbeing of an organization is influenced by the educational management, the study focused on the traditional Arts education management perspective in Chinese context, the study also explained the concept of education learning and teaching to explain the phenomenon of the wellbeing, while incorporating the moderation role of organizational support. This study argues that organizational support has the tendency to enhance the influence and strengthen the relationship between education management and education learning & teaching and organizational wellbeing.

Literature Review

The higher education sector plays significant role in economic development by human capital creation through train the potential employees and to harvest the talent, the scientific innovation through research, the social impact via community services, the education sector play role in nation building and identity shaping. The Chinese education ministry launched the reforms to cultivate the highly skilled individuals and for the promotion of new technological adoption, the higher education of China significantly contributes to economic development (Qi et al., 2022). The higher education of China has focused on the educational policies and produced the

global impact that cannot be ignored that it has attracted the students from all over the world and secured the place in high quality education index (Pan & Lo, 2018). The massive reforms have been introduced in Chinese education sector that tremendously created value for economic development and Chinese education sector remain key player in economic contribution and social development, this was only possible through effective utilization of technology enhancement, human capital and domestic consumption. The various phases of reforms in Chinese higher education were implemented that contribute for international development and higher education quality around the world.

The first phase was comprising on 1978 to 1998 as governance change, the large-scale economic reforms were incorporated for long term planning for various industries. The higher education institutions play significant role in development and identification of talent after completion of their degrees and their placement at appropriate place. The stage two from 1999 to 2009 after financial crisis China focused on the large-scale development and reforms at industrial level and considered the unemployed workforce and planned for employment generation. The universities expansion was also under consideration to increase the enrollment for boosting the demand and ensuring the employment opportunities and encouraged the enrollments in the universities. The third phase from 2009 to 2018 focused on the quality enhancement, the Chinese government elevate the quality of teaching at undergraduate level through rapid development under the effective strategic plan by giving the priority for the development of education and strong human resources. The quality improvement was core objective through implementation of educational reforms and development, and ensured the quality assurance in higher education through

innovative capabilities, the development of stable and organized structure, strengthening the characteristics and prominent innovation while focusing the quality improvement as core objective (Xiong et al., 2022).

Organizational Wellbeing

The Well-being is defined as the “general feeling of happiness”. It is an overall feeling of joy and happiness. The ability of employees to accept or recognize one’s self and to maintain stability in the positive and negative emotions of life, which will help them to attain inside contentment and satisfaction in their own life is described as psychological well-being (Keyes, 2002). The concept of organizational wellbeing is closely related to the organizational health that is defined as the set of cultural cores, practices incorporated at the organization, the processes being carried out in the organizations, that contributes in the quality of life, assist in promoting and maintaining the life standards, the physical, psychological and social wellbeing of working communities (Avallone, 2021). The organizational wellbeing is also expressed as the relationship among individuals to develop the willingness of organizational to invest in both material and emotional energies into the work and association with other workers (Avallone, 2021). This study intends to determine the organizational wellbeing that is influenced by the education management in China with moderating role of organizational support.

Education Management

The education management is one of the most striking factors of education system to be contributive in achievement of goals, the education management in Arts perspective that it is influential in education sector and enable the students to grasp the opportunities in the job market and internal labor market. The education management plays important role in improving the society and community that further progress in educational effectiveness for contributing in human capital development. The influence of policies on educational management found to be positive and plays important role in resolving the issues and challenges in developing countries to achieve the development level. The effective human capital development depends upon the education management and public policies in entrepreneurial context, the self-employment and leadership play important role in creating value (Al-Fadley et al., 2018).

Arts

The term "arts" in the context of education typically refers to a broad range of creative disciplines, including visual arts (painting, drawing, photography, printmaking, and sculpture like pottery), performing arts (music, dance, opera, and theater), and literary arts (poetry, prose, drama) (Lewis, 2015; Pungthong, 2004; Golomb & McCormick, 1995). Each of these forms represents a distinct way in which human creativity and expression manifest. Arts can be applied and integrated with various aspects, contributing to the rich and diverse world of the arts like the applied arts (such as graphic design, fashion design, architecture, interior design, and industrial design); traditional and folk arts like handicrafts; and digital arts (including digital illustration, animation, and video games) (Tian, 2020). Integrating arts into education is believed to support holistic development, nurturing not only intellectual skills such as creativity and critical thinking, but also emotional and social skills (Bugaj & Brenner, 2011; Belfiore & Bennett, 2008). Arts education has been shown to improve student engagement, motivation, and overall academic achievement (Candela et al., 2013). Moreover, it provides a platform for students to explore their identities and express their unique voices.

Education Learning and Teaching (Art)

The quality of education cannot be ignored the effective planning and implementation of educational policies that are based on the vision and mission. The quality contains different characteristics including communication, responsiveness, courtesy, access, assurance and reliability of the education management that contribute in positive outcomes (Lao et al., 2018). The education learning and teaching in Arts play important role in improving the performance of educational institutes that further contribute in human capital development for the nation and long-lasting effect has been observed. The management level focuses on the implementation of such policies that ensure the quality standards in education industry that play role in harvesting the wellbeing of the organizations (Malcolm, 2017).

Organizational support

The employees strive to protect their rights and interest at the workplace that devise the perception of organizational members is referred as the organizational support. The literature has expressed organizational support as two perspectives including instrumental support and information support (Stinglhamber et al., 2020). The access to the necessary information for employees, and empowerment of an employee towards dealing with personal and environmental problems and self-sufficiency of an individual to rescue the situation (Iqbal et al., 2020). The study used two predictors such as education management and learning and teaching. In contrast, the study also used organizational support as the moderating variable and also used one dependent variable named organizational wellbeing. These variables are presented in framework in figure 2.

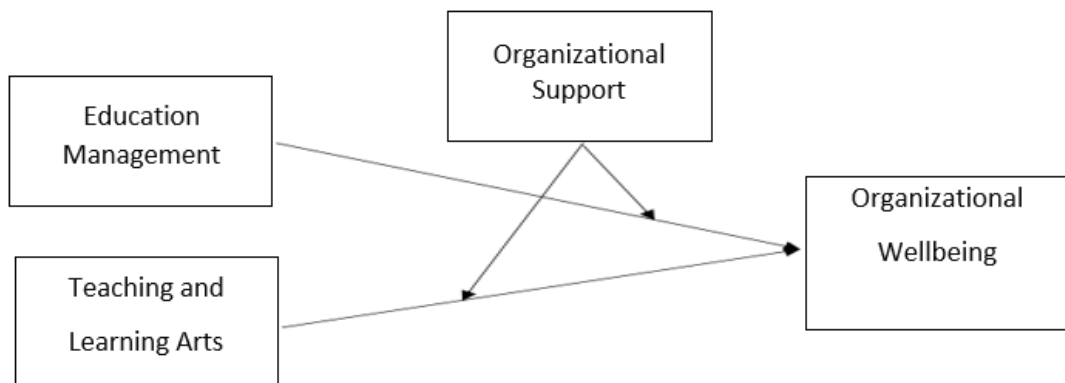


Figure 2: Research Framework.

Hypotheses Development

Education Management (Arts) and Organizational Wellbeing

The education sector of China is governed by the integration of top and bottom levels of managerial participation; the current institutional setting can be dragged from years 2002 and 2003 from the basic education plan as the government focused on educational management to cope with changing needs and fulfill the requirement of human capital. The country allocated sufficient financial resources to the education sector to support the staff, construct the required buildings, and implement effective HR policies and recruitment plans for fruitful governance that led to other positive outcomes. The education department is responsible for the routine management of the education sector to ensure the quality at institutes while enforcing policies

initiated by higher government officials to meet the target of the education sector.

The monitoring has a significant impact on the quality of education, the education bureaus and the district governor, principals and academic employees agreed upon the objectives of education sector for official appointments and promotions (Liu et al., 2009). The figure 2 below shows the structure of the education sector

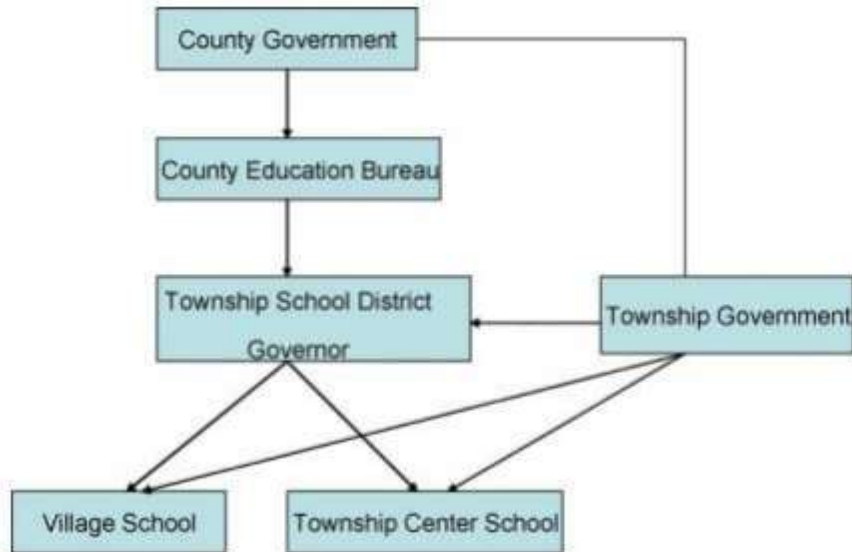


Figure 3: The administrative structure of education at the country level

Source: (Liu et al., 2009)

Previously, the study has been conducted on wellbeing but related to medical education of patient, the study enlightened the role of patient education in wellbeing, the study was conducted in United Kingdom, the study reported that poor perception of quality of life on patients influenced by the self-empowerment and managerial aspects the wellbeing is affected due to various factors (Nursyafitri, Wantiyah, & Sutawardana, 2021). Another study investigated the relationship between older employees' self-management and wellbeing, as the study was conducted on patients in hospitals. The study highlighted the loss of functions after hospital discharge, the study reported no significant relationship between wellbeing and positive frame of mind or taking initiatives, the self-management abilities related to the depression as reported in the findings. The self-management abilities related to the wellbeing and depression among employees at old age, the study highlighted the key factor self- management that play significant role in wellbeing (Cramm et al., 2012). Another study was conducted in United Kingdom to investigate the relationship between performance and wellbeing, the study was conducted on higher education sector and reported that performance of employees influence the wellbeing of the organization, the directive performance approach that achieve the goals and objectives found to be negatively related to academics' wellbeing (Khan et al., 2018).

The study conducted on higher education sector of China to assess the wellbeing of employees; the study incorporated the role of stress on wellbeing. The study found that dissatisfaction and stress of employees leads towards the less commitment and weak organizational attachment. The job stressor resulted in poorer psychological wellbeing, and greater physical wellbeing. The

study suggested to develop the effective management to introduce the strategies and reducing the stress among employees to achieve the required satisfaction level. The higher the level of commitment the higher the improvement in wellbeing (Tang & Li, 2021).

This study intends to determine the role of education management (Arts) perspective in explaining the phenomenon of organizational wellbeing, the current study researcher argues that the optimum level of education management has the tendency to enhance the performance and organizational wellbeing. So therefore, the following hypothesis alternative is devised:

H1: Education Management influence the Organizational Wellbeing among Chinese higher education sector.

Art Learning & Teaching and Organizational Wellbeing

This study argues that learning and training has the effect on organizational wellbeing, however researcher hasn't come across any study that explained the relationship between art learning and teaching on wellbeing in prior literature. So therefore, there is dire need to investigate the relationship between art learning and teaching to explain the relationship with organizational wellbeing. The prior literature has explained the management planning and process, organizing, coordinating, controlling and actuating in achievement of organizational goals. The effective means for goals achievement must be well-organized and should be predetermined in terms of schedule. The strategies are devised to achieve the goals and to conduct the tasks, the art of planning operation and required skills in managing any challenge while ensuring the various tactics. The educational field has central importance in any country for human capital development and economic boost, so therefore the strategic mission is necessary for achievement of objectives (Nichols, 2017).

The education sector focuses on establishment of learning and teaching practices that ensure the equity of education and that found to be influential towards goals attainment and performance. The primary education, the secondary education, the higher level at college, the non-formal education that considered as center of excellence plays important role in sustainability and ensure the quality of education. The government and education sector ensure the active process in achievement of educational goals. The prime purpose of the management is to manage the effective and efficient utilization of resources that contribute in achievement of organizational objectives. The managerial function entails planning organizing, direction, controlling and staffing. The four significant cases in improvement of education quality entails the national policies that address the curriculum, the examination system, the contribution of the teachers, and recruitment of teachers, the second perspective entails the headmaster's leadership that address the financial transparency, the ecosystem relationship in schools among teachers and headmaster, the parents and teachers and educational staff in educational units. The development of infrastructure also needed for classes, the technological equipment is necessary for labs, the learning process, the innovative and creative skills play important role in achievement of goals, the potential of students, the knowledge, skills and abilities of the teachers (Purwadhi, 2019). The literature has embarked on the need of empirical investigation of assessing the role of management, educational learning, leadership and teaching, the climate and quality of education. Thus, this research effort investigates the relationship between Art learning and teaching and organizational wellbeing. So therefore, the following hypothesis is devised:

H2: Learning and teaching (Art) skills influence the Organizational Wellbeing among Chinese

Moderating Role of Organizational Support

This research effort incorporated the construct of organizational support to explain the phenomenon of the wellbeing at organizational level. The previous literature has indicated the critical success factors including communication, team member coordination, technical factors, and environmental factors to be associated with organizational support (Wang et al., 2022). The study focused on the renewable energy projects in Pakistan and suggested for effective commitment and communication that brings the organizational support, so therefore the effective coordination and communication brings strategical support from higher level as well as encourage at the lower level that boost the satisfaction level of the workers, the engagement of employees, and morale of employees. The researchers have argued that motivation plays significant role in team training that brings organizational support and positively affect the sustainability and explain the success of renewable energy projects (Hussain et al., 2021). The organizational support is necessary and required for organizational success and for successful projects, the involvement of organizational support bring the competitive advantages in the products, processes, operations and overall development of the project-based organizations.

The study has demonstrated that organizational support affects the sequential, financial and operational aspect to define the phenomenon of the performance. The team dynamics and organizational support cannot assure the project success and enhance the performance, however there are number of affects have been observed by the studies (Z. Wang et al., 2020). The studies have argued that organizational support considered as important factor in measuring the risk, the project success and have highlighted as primary factor (Chen et al.,

2020).

The results of the study stated that critical success factors including team factor, technical factor and environmental factors that positively related to the project success, the insignificant relationship with project success was reported influenced by communication factors. The positive mediating role of organizational support between critical success factors and project success, the empirical outcomes of study show that critical factors that increase the success of renewable energy projects. The mediating role of organizational support was reported that enhance the tangible success of projects (Rasool et al., 2022). The role of perceived organizational support enhances the wellbeing of employees, as organizational support is conceptualized as the extent to which the values of organization to contribute in career of employees and wellbeing. The prior literature has depicted that organizational support can potentially reduce the stressors at workplace and enhance the wellbeing of employees (Kang et al., 2010). The harassment found to be often viewed as workplace stressor and reduce the performance at workplace and considered as crucial factor that negatively influence the organizational settings. The lower level of organizational support increases the negative emotions at workplace and also cause the harassment, the prior literature has perceived the high organizational support as less likely to experience the negative emotions (Rabelo & Cortina, 2014). The study has investigated the relationship between harassment, perceived social support, burnout and organizational support to predict the wellbeing and job satisfaction among the Turkish female tourism industry operators. Organizational support plays a significant role and a negative role in triggering harassment incidents (Alrawadieh et al., 2022).

This study intends to determine the moderation role of organizational support between exogenous and endogenous constructs, the researcher argues that organizational support has the moderation effect between education management and organizational wellbeing, the moderation effect between learning and teaching (art) and organizational wellbeing. Thus, the following hypothesis is devised:

H3: The Organizational Support Moderates the relationship between Education Management and the Organizational Wellbeing among Chinese higher education sector

H4: The Organizational Support Moderates the relationship between Learning & Teaching (ART) and the Organizational Wellbeing among Chinese higher education sector

Research Methodology

This study is quantitative in nature as data was collected cross sectional through questionnaire from Chinese higher education sector. The unit of analysis was individual to investigate the relationship between education management and organizational wellbeing, and to assess the relationship between learning and teaching and organizational wellbeing, further the moderating role of organizational support was also assessed between independent and dependent variables of the framework. The study targeted the large and comprehensive public universities that comes under Education Ministry. The thousands number of students are enrolled in universities of China in approximately 71 different disciplines, the universities and higher education sector has faced number of reforms through implementation of various projects and expanded rapidly. The questionnaire was administered by researcher and counselling unit of universities for higher response rate. This study employed the stratified random sampling technique to ensure the appropriate sample to generalize the findings, the data was collected from different faculties and administrative departments to select respondents randomly according to the proportion of the university. A total of 534 surveys was distributed and only 308 responses chosen after discarding the various incomplete and missing responses. These valid responses represented 57.68 percent response rate. The analysis was conducted on Smart-PLS to assess the reliability and validity of the constructs, the relationship between constructs were also examined through bootstrapping method of Smart-PLS.

Measurement Scales

The study adopted the measurement scales from previous studies that found to behaving higher reliability and validity measures. The measurement scale of education management was adopted from the study of (Andriansyah et al., 2019), that has 06 number of items. The measurement scale of learning and teaching was taken from the research paper of (Purwadhi, 2019), that has 06 number of items. The measurement scale of organizational wellbeing was adopted from the study of (Khan et al., 2018), that has 06 number of items. The measurement scale of organizational support was adopted from the study of (Rasool et al., 2022), that has 05 number of items. All the items of all scales were examined on the 5-point scale ranging from highly disagree to highly agree, whereas 1 shows strongly disagree, 2 disagree, 3 as neutral, 4 as agree and 5 as strongly agree.

Data Analysis

This study incorporated the Smart-PLs for data analysis. The analysis consists of two sections, the section one comprises on construct validity and reliability through PLs algorithm method, the second section of analysis determined the relationship between constructs and that was assessed through bootstrapping method.

Measurement Model Assessment

This first phase assessed the validity and reliability of the constructs, the measurement model assessed the reliability and validity based on the Cronbach alpha, Composite reliability and Average Variance extracted (AVE), the table 1 below demonstrated the reliability and validity of constructs.

Table 1: Reliability measures

Constructs	Alpha α	CR	AVE
EM	0.892	0.918	0.651
ALT	0.924	0.940	0.724
OS	0.941	0.954	0.807
WB	0.805	0.857	0.528

Note: Education Management (EM), Arts Learning and Teaching (ALT), Organizational Support (OS), Wellbeing (WB)

The above table shows that all constructs meet the cutoff value of all reliability and validity measures, the PLS algorithm assessment reported that Cronbach alpha found to be higher than 0.60 that is acceptable, and higher than 0.90 show excellent reliability (Hair et al., 2019), the constructs in above Table 1 demonstrated that Cronbach alpha for each construct found to be acceptable. The composite reliability must remain higher than 0.60 for acceptability, the it has been reported that CR for each construct found to be higher than cutoff point, hence it is accepted. The values for average variance extracted (AVE) must remain higher than 0.50 for acceptable convergent validity, the table reported that all constructs reported on acceptable range for AVE as all the values for each construct remain higher than the cutoff point.

Discriminant Validity

The discriminant validity is measured in PLS algorithm as measurement model assessment entails to assess the discriminant validity. The square root of Ave must remain higher than the correlational value for each construct that depicted in the diagonal values, the diagonal value in each column should remain higher than remaining correlational values as per suggested criteria of (Fornell & Larcker, 1981).

Table 2: Discriminant validity

Constructs	ALT	EM	OS	WB
ALT	0.851			
EM	0.515	0.807		
OS	0.510	0.553	0.898	
WB	0.470	0.486	0.635	0.727

Note: Education Management (EM), Arts Learning and Teaching (ALT), Organizational Support (OS), Wellbeing

(WB)

The above table demonstrated the discriminant validity, the square root of AVE must remain higher than correlational values, the cross-sectional values must remain higher than square root of AVE, the above table shown that discriminant validity is achieved. The figure 4 shows the measurement model assessment.

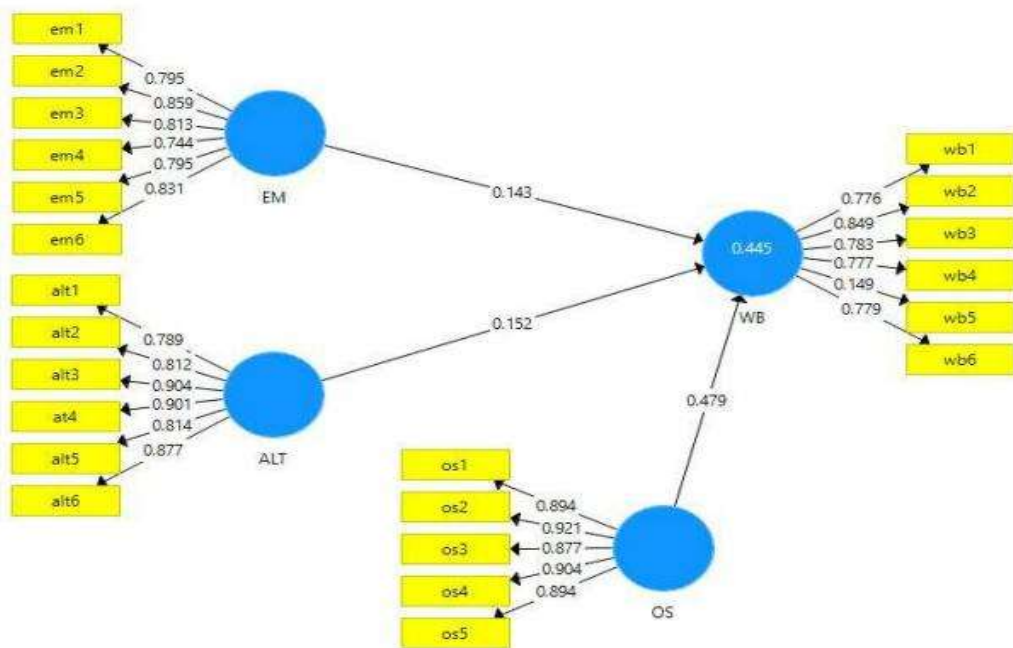


Figure 4: Measurement model assessment

Note: Education Management (EM), Arts Learning and Teaching (ALT), Organizational Support (OS), Wellbeing

(WB)

Structural Equation Model (SEM)

This section of the study investigates the relationship between constructs, the direct relationship and moderating role is also assessed through bootstrapping method. The PLS algorithm was only used for the assessment of measurement model while SEM was used to assess the structural model and also check the association among variables. The direct relationships are demonstrated in the table 3 below:

Table 3: Direct Relationship Assessment

Hypotheses	β	t-value	p-value
EM \rightarrow WB	0.143	3.213	0.000
ALT \rightarrow WB	0.079	1.120	0.052

Note: Education Management (EM), Arts Learning and Teaching (ALT), Organizational Support (OS), Wellbeing

(WB)

The hypothesis H1 investigated the relationship between education management and wellbeing, the study argued that effective education management has the tendency to influence the wellbeing, the bootstrapping method investigated the relationship and reported significant relation based on t-value and p-value. The t-value must remain higher than 1.96 and p-value should be less than 0.05 for acceptable significance level as per suggested criteria of (Hair Jr

et al., 2014).

The hypothesis H2 investigated the relationship between Art learning and teaching that predict the wellbeing, the study argued that learning and teaching influence the wellbeing, but contradictory to the argument the result of the hypothesis showed that relationship is insignificant based on the t-value and p-value.

Moderating hypothesis Testing

The study incorporated the moderating role of organizational support between independent variables and dependent variables. The hypotheses H3 and H4 investigated the relationship between constructs of framework.

Table 4: Moderation effect

Hypotheses	β	t-value	p-value
EM*OS \rightarrow WB	0.271	4.213	0.000
ALT*OS \rightarrow WB	0.279	2.120	0.002

Note: Education Management (EM), Arts Learning and Teaching (ALT), Organizational Support (OS), Wellbeing (WB).

The above table shows that there is significant moderation role of organizational support is depicted, the organizational support moderates the relationship between education management and wellbeing, that means the education management and organizational support predicts the wellbeing, the effective education management ensure the wellbeing of the

organization and organizational support actually increase the strength of the relationship. The hypothesis H4 investigated the moderating relationship between learning and teaching and wellbeing, the direct result of learning and teaching to explain the wellbeing was reported insignificant, however the moderation role was reported and hypothesis H4 was found statistically significant.

Implications of the Study

The study contributed in various perspectives; the study claims to be one of the pioneer studies in investigating the empirical relationship between constructs of the framework. The study reported that education sector has crucial importance and significant importance in development of human capital that further influence the performance and wellbeing. The study suggested following implications.

The education industry must ensure the effective education management, the effectiveness of educational management ensure the value creation and contributes in achievement of organizational wellbeing. So, education institutes must ensure effective education management in order to achieve the organizational wellbeing.

The education sector must ensure the learning and teaching methodology that contributes in delivering the results and objectives oriented, the implementation of effective and appropriate learning and teaching methods ensure the higher performance and assists in achievement of wellbeing.

The organizational support has significant importance in any workplace settings. The organizational support strengthens the relationship between constructs, the organizational support plays moderation role by enriching the relationship. Therefore, organizational support must be incorporated and align with strategies in order to gain the maximum outcomes.

Limitations and future research avenue

There are number of limitations faced by this research as there are number of issue and challenges faced by the researchers. For example, the data was collected cross sectional, there was limited research conducted on the variables, so there is need to incorporate the more variables in order to explain the phenomenon of organizational wellbeing. In addition, the data collection was a tough task, that includes fatigue and cost to travel during partial lockdown and higher expenses so the researcher has to relay on small sample size. Moreover, the collected data was analyzed on Smart-PLs, the other sophisticated analytical softwares may be used for generalization of results. In addition, the future researchers must incorporate the strategic management and leadership skills to explain the phenomenon of the wellbeing. Moreover, the future study may be conducted to compare the different samples taken from diverse organizations to generalize the results. Finally, the future research may also be conducted on longitudinal perspective, the data collection must be taken on different stages for ensuring the effective management and learning and teaching methods to explain the organizational wellbeing.

Conclusion

The key concern of the current study entails the role of education management and learning & teaching (Art perspective) among the higher education sector. The gamification perspective of educational activities has been coined and researcher have given much attention to the phenomenon, the current study focused on the organizational wellbeing that is influenced by the

education management and learning and teaching art base methods to attract the attention of the stakeholders that further contribute in development of human capital and in achievement of higher performance related outcomes. The study was conducted in China, as higher education sector was targeted due to seriousness of government to boost the sector to provide the higher quality of education to the international students. The study incorporated the education management and learning and teaching perspective to explain the organizational wellbeing, it has been reported that wellbeing has been reduced due to workplace stressors, so there is dire need to investigate and identify the workplace stressors to reduce the negative emotions and harvest the positive benefits. The data was collected by employing the stratified random sampling technique and collected data was analyzed on Smart-PLS for assessing the relationships. The study reported that education management influence the organizational wellbeing significantly, however the insignificant relationship was reported between learning and teaching and organizational wellbeing. The moderation role of organizational support was also found to be statistically significant. The findings of the study depicted that organizational support significantly moderates the relationship between education management and organizational wellbeing by strengthening the relationship. The direct relationship was insignificant between learning and teaching and organizational wellbeing, but moderation role of organizational support depicted statistically significant relations. The study suggested to ensure the effective education management and organizational support to explain the organizational wellbeing.

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