



# The Impact of Psychological Wellbeing and Organisational Climate on Employee Performance through Job Satisfaction

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DOI: <https://doi.org/10.61987/jemr.v4i3.1030>

## ABSTRACT

### Keywords:

Psychological  
Wellbeing,  
Organizational  
Climate, Job  
Satisfaction, Employee  
Performance

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This study aims to analyse the influence of psychological well-being and organisational climate on employee performance through job satisfaction, with a specific focus on the context of educational management. Using a quantitative approach with a survey method, the research involved 58 executive staff members—comprising general administrative officers, assistant treasurers, and data processors—selected through total sampling. Data were gathered via a structured questionnaire assessing psychological well-being, organisational climate, job satisfaction, and performance. The analysis employed descriptive statistics and Structural Equation Modelling (SEM) with Partial Least Squares (PLS). Results revealed that psychological well-being ( $\beta = 0.365$ ,  $p = 0.056$ ) and organisational climate ( $\beta = 0.168$ ,  $p = 0.316$ ) both have a positive but statistically insignificant impact on performance. However, these factors significantly influence job satisfaction ( $p = 0.000$ ), which in turn significantly affects performance ( $\beta = 0.368$ ,  $p = 0.012$ ). The findings underscore the pivotal mediating role of job satisfaction in enhancing employee performance within educational institutions, highlighting the importance of fostering a supportive work environment and psychological well-being to improve outcomes in the education sector.

### Article History:

Received: April 2025; Revised: May 2025; Accepted: June 2025

### Please cite this article in APA style as:

Wandra, A., Heliyani. (2025). The Impact of Psychological Wellbeing and Organisational Climate on Employee Performance through Job Satisfaction. *Journal of Educational Management Research*, 4(3), 943-966.

## INTRODUCTION

In an era of globalisation and increasingly fierce competition, employee performance has become one of the crucial factors in achieving organisational goals. A number of empirical studies have shown that psychological determinants, including psychological wellbeing and organisational climate, have a substantial effect on employee performance. This study focuses on the effects of these two variables on employee performance at RSUD Dr. Achmad

Mochtar Bukittinggi, with job satisfaction serving as a mediating variable. In addition to its relevance in the healthcare sector, this investigation also offers valuable insights for broader organisational settings, including the education sector, where human resource dynamics play a central role in institutional effectiveness and service delivery.

Psychological wellbeing is a concept that encompasses the emotional and psychological aspects of an individual. Ryff (1989) suggests that psychological wellbeing encompasses six dimensions: self-acceptance, positive relationships with others, autonomy, mastery of the environment, purpose in life, and personal growth. Individuals with good psychological well-being tend to have higher motivation, which in turn can improve employee performance (Kundi et al., 2020). At RSUD Dr. Achmad Mochtar Bukittinggi, employees' psychological wellbeing can be influenced by various factors, including social support from colleagues and superiors, as well as a conducive work environment. Research by Aleyda (2024) shows that good psychological well-being can improve employee performance, especially in demanding situations. These insights are also relevant to educational institutions where educators and administrative staff face increasing workload and emotional demands, making psychological wellbeing a priority for sustainable performance.

Organisational climate refers to members' perceptions of their work environment, which includes the norms, values, and practices applied within the organisation (Spector, 2012). A positive organisational climate can create a supportive work atmosphere, encourage collaboration, and increase employee job satisfaction (Gibson et al., 2012). Research by Sugiono et al. (2020) shows that a good organisational climate is directly related to employee performance. At RSUD Dr. Achmad Mochtar Bukittinggi, a conducive organisational climate is very important for improving employee performance. Employees who feel comfortable and supported in their work tend to be more productive and engaged in the tasks assigned to them. Similarly, in the context of educational management, fostering a collaborative and inclusive organisational climate is essential for enhancing staff satisfaction, which ultimately contributes to the quality of educational outcomes.

Job satisfaction is an individual's evaluative assessment of their work, which can be shaped by various determining factors, such as remuneration, prospects for advancement, support from managerial personnel, and interpersonal relationships with co-workers (Robbins, 1990). Empirical studies indicate that job satisfaction acts as a mediating factor in the relationship between psychological wellbeing and employee performance (Ngwenya & Pelsler, 2020). Employees who demonstrate job satisfaction tend to exhibit enhanced performance levels, as they experience increased motivation and

commitment to their responsibilities.

Based on previous studies, there is a complex relationship between psychological wellbeing, organisational climate, and employee performance. Good psychological wellbeing can increase job satisfaction, which in turn has a positive effect on employee performance (Ayu Safitri & Santoso, 2022). In addition, a supportive organisational climate can also improve the psychological wellbeing of employees, thereby creating positive synergy in improving employee performance.

Human resources are an important factor in the success of an organisation in achieving its goals, where effective and efficient resource management and improvement of employee performance are also crucial aspects in increasing competitiveness (Paramita & Supartha, 2022). According to Simamora (1995), employee performance is influenced by three factors, namely: (1) individual factors, which include employee performance in terms of both quality and quantity based on established work standards, comprising ability, fairness, background, and demographics; (2) psychological factors, which include perception, attitude, personality, learning, and motivation; and (3) organisational factors, which include resources, leadership, rewards, structure, and job design. The above opinion is in line with that expressed by Mathis et al. (2017), who state that employee performance is considered good if all the indicators that influence it are also in good condition. The indicators of employee performance include quantity of output, quality of output, timeliness of output, attendance on the job, efficiency of work completed, and effectiveness of work completed.

While this study focuses on a healthcare setting, its implications may extend to educational institutions where employee performance—particularly among teaching and administrative staff—is vital for delivering quality education. Understanding the role of psychological wellbeing and organisational climate in shaping job satisfaction and performance is therefore essential for educational managers in developing more effective human resource strategies.

## RESEARCH METHOD

In this study, the researcher will use a quantitative approach, where according to Creswell & Creswell, (2018), quantitative research is a means used to test objective theories by examining the relationships between variables. Quantitative research was chosen because it uses data that can be used as a basis, thereby producing more measurable information (Sugiyono, 2017).

In this study, the sample was selected randomly using a questionnaire as a data collection tool that was distributed to respondents. According to

Creswell & Creswell, (2018), a questionnaire is a data collection technique in which respondents are asked to fill in questions or statements, and after being filled in completely, the questionnaire is returned to the researcher.

According to Creswell & Creswell, (2018) this is an effort to limit the research by collecting information through observation and interviews, both structured and unstructured, documentation, visual materials, and efforts to apply protocols for recording and noting information. The sampling technique to be used in this study is total sampling. The researcher uses the entire population of staff working at RSUD. Dr. Achmad Mochtar Bukittinggi, consisting of general administrators/assistant treasurers and data processors, totalling 58 people.

Data was collected through carefully designed questionnaires distributed to respondents. The questionnaires included Likert scale items to measure psychological wellbeing, organisational climate, job satisfaction and employee performance. Each item required respondents to indicate their level of agreement on a scale from 1 (Strongly Disagree) to 5 (Strongly Agree).

According to Sugiyono, (2017), data analysis is a follow-up stage after the data collection process from all respondents has been completed. The data analysis process includes organising data based on specific variables and respondent types. Next, the data is tabulated and presented in an easy-to-understand format for each variable studied. According to Hair *et al.*, (2017) Structural Equation Modelling (SEM) is a statistical method used to test the relationship between latent variables and their indicator variables. Latent variables are variables that cannot be directly observed, while indicator variables are variables that can be observed and used to measure latent variables. The SEM testing in this study uses the SmartPLS application. The use of Smart PLS 3 software for data analysis in this study was chosen because it aligns with the research needs involving latent variables and structural models. Smart PLS 3 is a software based on the Partial Least Squares Structural Equation Modelling (PLS-SEM) method.

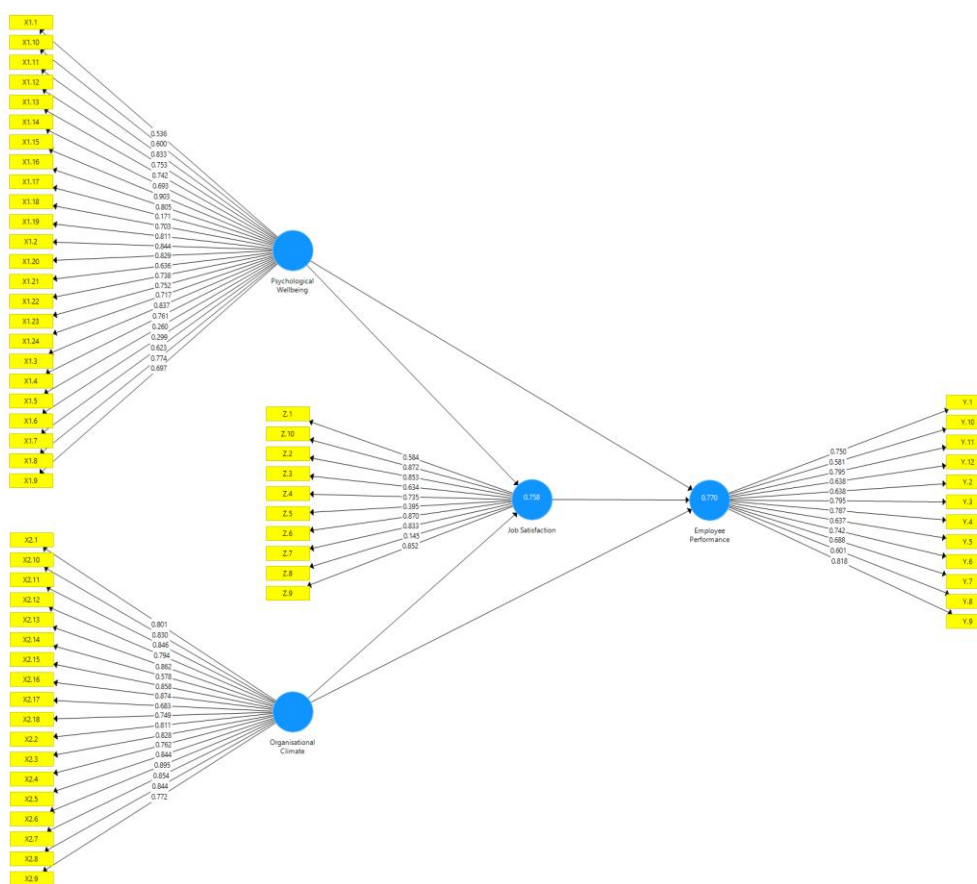
## FINDINGS AND DISCUSSION

Based on Figure 1, the path diagram in this study consists of three (3) variables. The dependent variable in this study is employee performance (Y) with six indicators. For the independent variables, there are two (2) variables: psychological well-being (X1), which has six (6) indicators, and organisational climate (X2), which has nine (9) indicators, as well as the intervening (mediating) variable, job satisfaction (Z), which has five (5) indicators.

This analysis was used to examine the influence of employee performance and organisational climate on employee performance through job

satisfaction at RSUD. Dr. Achmad Mochtar Bukittinggi. The numbers between the latent variables and each indicator are factor loadings that indicate the extent to which an indicator can measure a latent variable. The numbers between the latent variables describe the path coefficients between variables. Path coefficients between latent variables indicate the relationship between those variables. Within the latent variable circle, the R2 value indicates the extent to which each independent variable contributes to the latent variable.

**Figure 1. Early Stage Path Diagram Loading Factor**



Source: Primary data processed using SmartPLS version 3, (2025)

The following are the results of the indicator testing, which can be seen in table 1 below:

**Table 1. Early Stage Outer Loadings List**

	Outer Loadings	Description
X1.1 <- Psychological Wellbeing	0.536	Invalid

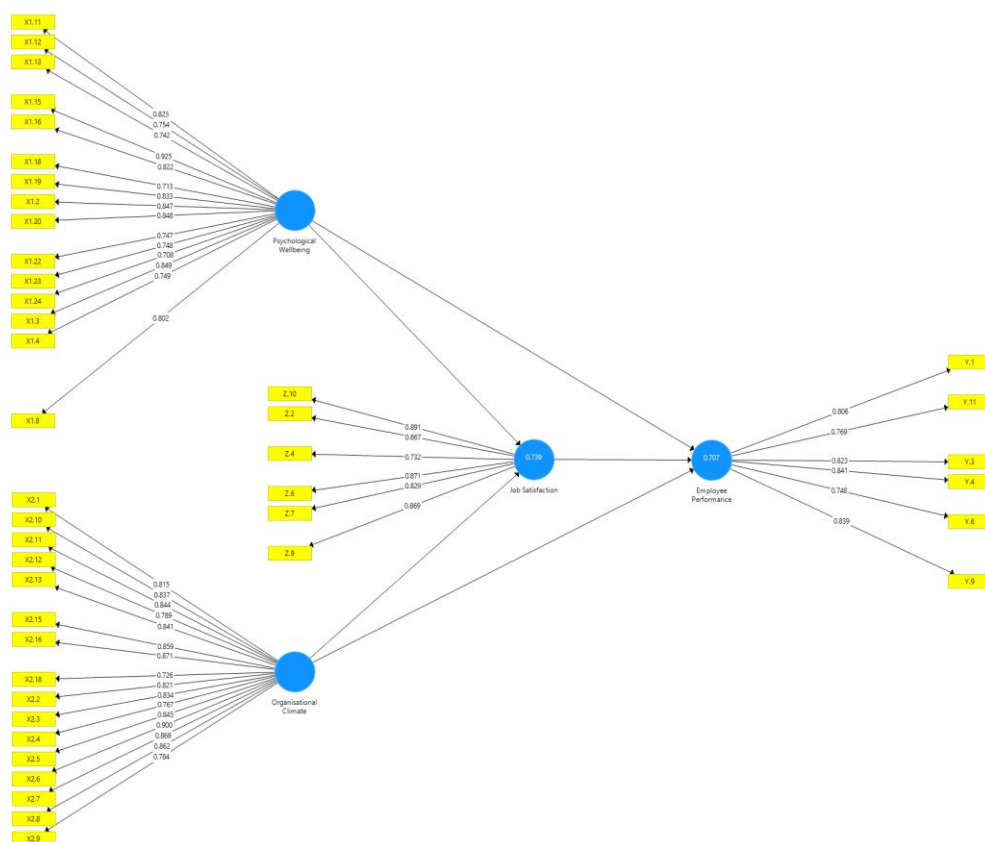
X1.10 <- Psychological Wellbeing	<b>0.600</b>	<b>Invalid</b>
X1.11 <- Psychological Wellbeing	<b>0.833</b>	Valid
X1.12 <- Psychological Wellbeing	<b>0.753</b>	Valid
X1.13 <- Psychological Wellbeing	<b>0.742</b>	Valid
X1.14 <- Psychological Wellbeing	<b>0.693</b>	<b>Invalid</b>
X1.15 <- Psychological Wellbeing	<b>0.903</b>	Valid
X1.16 <- Psychological Wellbeing	<b>0.805</b>	Valid
X1.17 <- Psychological Wellbeing	<b>0.171</b>	<b>Invalid</b>
X1.18 <- Psychological Wellbeing	<b>0.703</b>	Valid
X1.19 <- Psychological Wellbeing	<b>0.811</b>	Valid
X1.2 <- Psychological Wellbeing	<b>0.844</b>	Valid
X1.20 <- Psychological Wellbeing	<b>0.829</b>	Valid
X1.21 <- Psychological Wellbeing	<b>0.636</b>	<b>Invalid</b>
X1.22 <- Psychological Wellbeing	<b>0.738</b>	Valid
X1.23 <- Psychological Wellbeing	<b>0.752</b>	Valid
X1.24 <- Psychological Wellbeing	<b>0.717</b>	Valid
X1.3 <- Psychological Wellbeing	<b>0.837</b>	Valid
X1.4 <- Psychological Wellbeing	<b>0.761</b>	Valid
X1.5 <- Psychological Wellbeing	<b>0.260</b>	<b>Invalid</b>
X1.6 <- Psychological Wellbeing	<b>0.299</b>	<b>Invalid</b>
X1.7 <- Psychological Wellbeing	<b>0.623</b>	<b>Invalid</b>
X1.8 <- Psychological Wellbeing	<b>0.774</b>	Valid
X1.9 <- Psychological Wellbeing	<b>0.697</b>	<b>Invalid</b>
X2.1 <- Organisational Climate	<b>0.801</b>	Valid
X2.10 <- Organisational Climate	<b>0.830</b>	Valid
X2.11 <- Organisational Climate	<b>0.846</b>	Valid
X2.12 <- Organisational Climate	<b>0.794</b>	Valid
X2.13 <- Organisational Climate	<b>0.862</b>	Valid
X2.14 <- Organisational Climate	<b>0.578</b>	<b>Invalid</b>
X2.15 <- Organisational Climate	<b>0.858</b>	Valid
X2.16 <- Organisational Climate	<b>0.874</b>	Valid
X2.17 <- Organisational Climate	<b>0.683</b>	<b>Invalid</b>
X2.18 <- Organisational Climate	<b>0.749</b>	Valid
X2.2 <- Organisational Climate	<b>0.811</b>	Valid
X2.3 <- Organisational Climate	<b>0.828</b>	Valid
X2.4 <- Organisational Climate	<b>0.762</b>	Valid
X2.5 <- Organisational Climate	<b>0.844</b>	Valid
X2.6 <- Organisational Climate	<b>0.895</b>	Valid
X2.7 <- Organisational Climate	<b>0.854</b>	Valid
X2.8 <- Organisational Climate	<b>0.844</b>	Valid
X2.9 <- Organisational Climate	<b>0.772</b>	Valid

Y.1 <- Employee Performance	0.750	Valid
Y.10 <- Employee Performance	0.581	Invalid
Y.11 <- Employee Performance	0.795	Valid
Y.12 <- Employee Performance	0.638	Invalid
Y.2 <- Employee Performance	0.638	Invalid
Y.3 <- Employee Performance	0.795	Valid
Y.4 <- Employee Performance	0.787	Valid
Y.5 <- Employee Performance	0.637	Invalid
Y.6 <- Employee Performance	0.742	Valid
Y.7 <- Employee Performance	0.688	Invalid
Y.8 <- Employee Performance	0.601	Invalid
Y.9 <- Employee Performance	0.818	Valid
Z.1 <- Job Satisfaction	0.584	Invalid
Z.10 <- Job Satisfaction	0.872	Valid
Z.2 <- Job Satisfaction	0.853	Valid
Z.3 <- Job Satisfaction	0.634	Invalid
Z.4 <- Job Satisfaction	0.735	Valid
Z.5 <- Job Satisfaction	0.395	Invalid
Z.6 <- Job Satisfaction	0.870	Valid
Z.7 <- Job Satisfaction	0.833	Valid
Z.8 <- Job Satisfaction	0.145	Invalid
Z.9 <- Job Satisfaction	0.852	Valid

*Source: Primary data processed using SmartPLS version 3, (2025)*

The following are the test results after invalid indicators were removed, as shown in table 2 and figure 2 below:

**Figure 2. Final Stage Path Diagram Loading Factor**



Source: Primary data processed using SmartPLS version 3, (2025)

**Table 2. Final Stage Outer Loadings List**

	Outer Loadings	Description
X1.11 <- Psychological Wellbeing	0.823	Valid
X1.12 <- Psychological Wellbeing	0.754	Valid
X1.13 <- Psychological Wellbeing	0.742	Valid
X1.15 <- Psychological Wellbeing	0.925	Valid
X1.16 <- Psychological Wellbeing	0.822	Valid
X1.18 <- Psychological Wellbeing	0.713	Valid
X1.19 <- Psychological Wellbeing	0.833	Valid
X1.2 <- Psychological Wellbeing	0.847	Valid
X1.20 <- Psychological Wellbeing	0.848	Valid
X1.22 <- Psychological Wellbeing	0.747	Valid
X1.23 <- Psychological Wellbeing	0.748	Valid
X1.24 <- Psychological Wellbeing	0.708	Valid

X1.3 <- Psychological Wellbeing	<b>0.849</b>	Valid
X1.4 <- Psychological Wellbeing	<b>0.749</b>	Valid
X1.8 <- Psychological Wellbeing	<b>0.802</b>	Valid
X2.1 <- Organisational Climate	<b>0.815</b>	Valid
X2.10 <- Organisational Climate	<b>0.837</b>	Valid
X2.11 <- Organisational Climate	<b>0.844</b>	Valid
X2.12 <- Organisational Climate	<b>0.789</b>	Valid
X2.13 <- Organisational Climate	<b>0.841</b>	Valid
X2.15 <- Organisational Climate	<b>0.859</b>	Valid
X2.16 <- Organisational Climate	<b>0.871</b>	Valid
X2.18 <- Organisational Climate	<b>0.726</b>	Valid
X2.2 <- Organisational Climate	<b>0.821</b>	Valid
X2.3 <- Organisational Climate	<b>0.834</b>	Valid
X2.4 <- Organisational Climate	<b>0.767</b>	Valid
X2.5 <- Organisational Climate	<b>0.845</b>	Valid
X2.6 <- Organisational Climate	<b>0.900</b>	Valid
X2.7 <- Organisational Climate	<b>0.869</b>	Valid
X2.8 <- Organisational Climate	<b>0.862</b>	Valid
X2.9 <- Organisational Climate	<b>0.784</b>	Valid
Y.1 <- Employee Performance	<b>0.806</b>	Valid
Y.11 <- Employee Performance	<b>0.769</b>	Valid
Y.3 <- Employee Performance	<b>0.823</b>	Valid
Y.4 <- Employee Performance	<b>0.841</b>	Valid
Y.6 <- Employee Performance	<b>0.748</b>	Valid
Y.9 <- Employee Performance	<b>0.839</b>	Valid
Z.10 <- Job Satisfaction	<b>0.891</b>	Valid
Z.2 <- Job Satisfaction	<b>0.867</b>	Valid
Z.4 <- Job Satisfaction	<b>0.732</b>	Valid
Z.6 <- Job Satisfaction	<b>0.871</b>	Valid
Z.7 <- Job Satisfaction	<b>0.829</b>	Valid
Z.9 <- Job Satisfaction	<b>0.869</b>	Valid

*Source: Primary data processed using SmartPLS version 3, (2025)*

In Figure 2, it can be seen that all indicators have loading factors above 0.7, indicating that these indicators have good convergent validity. Therefore, these indicators are valid for measuring each latent variable. Additionally, in Table 3, the Average Variance Extracted (AVE) values for all variables also exceed 0.5. Thus, all these indicators can be considered valid for measuring their respective latent variables.

**Table 3. Construct Reliability and Validity**

	<b>Cronbach's Alpha</b>	<b>rho_A</b>	<b>Composite Reliability</b>	<b>Average Variance Extracted (AVE)</b>
<b>Employee Performance</b>	0.891	0.892	0.917	<b>0.648</b>
<b>Job Satisfaction</b>	0.919	0.925	0.937	<b>0.714</b>
<b>Organisational Climate</b>	0.970	0.971	0.972	<b>0.689</b>
<b>Psychological Wellbeing</b>	0.958	0.962	0.963	<b>0.634</b>

*Source: Primary data processed using SmartPLS version 3, (2025)*

Based on Table 3, various indicators show how well the constructs are measured and how consistent the results are.

❖ **Construct Reliability**

- Cronbach's Alpha for employee performance is 0.891, indicating a high level of reliability. Rho\_A of 0.892 and Composite Reliability of 0.917 further confirm excellent consistency. These values indicate that the instrument used to measure employee performance is highly reliable.
- With a Cronbach's Alpha of 0.919, job satisfaction demonstrates very strong reliability. Rho\_A at 0.925 and Composite Reliability at 0.937 further reinforce that this instrument is reliable in measuring the job satisfaction construct.
- Organisational climate has a very high Cronbach's Alpha value of 0.970. Rho\_A and Composite Reliability, at 0.971 and 0.972 respectively, indicate that this construct is highly consistent and reliable.
- Cronbach's Alpha for psychological well-being is 0.958. Rho\_A and Composite Reliability, at 0.962 and 0.963 respectively, also indicate good consistency.

❖ **Construct Validity**

- An AVE of 0.648 indicates that over 64% of the variance in employee performance can be explained by the measured construct. This indicates that the construct is valid and relevant in the research context.
- With an AVE of 0.714, job satisfaction shows that the indicators used can explain over 71% of the variance in this construct. This indicates good and strong validity.

- AVE for organisational climate: is 0.689, indicating that this construct is also valid and can explain significant variance from its indicators.
- An AVE of 0.634 indicates that the psychological wellbeing construct is also valid, although slightly lower than the other constructs.

**Table 4. Discriminant Test: Heterotrait- Monotrait Ratio (HTMT) and Fornell Larcker**

	Employee Performance	Job Satisfaction	Organisational Climate	Psychological Wellbeing
Employee Performance	0.805	0.800	0.728	0.796
Job Satisfaction	0.881	0.845	0.775	0.829
Organisational Climate	0.773	0.807	0.830	0.754
Psychological Wellbeing	0.855	0.875	0.769	0.796

-  **Discriminant Test: Heterotrait- Monotrait Ratio (HTMT)**
-  **Discriminant Test: Fornell Larcker**

Source: Primary data processed using SmartPLS version 3, (2025)

#### **Discriminant Test: Heterotrait- Monotrait Ratio (HTMT)**

Based on Table 4, the HTMT values between various constructs are as follows:

- The HTMT value between job satisfaction and employee performance is 0.881. Although this value is quite high, it is still below the threshold of 0.90. This indicates that although there is a strong relationship between job satisfaction and employee performance, these two constructs can still be distinguished well.
- The HTMT value between organisational climate and employee performance is 0.773. This value is well below the threshold, indicating that the two constructs have good discrimination. This means that the measurements of organisational climate and employee performance do not overlap.
- With an HTMT value of 0.855, the relationship between psychological wellbeing and employee performance shows a fairly close level of closeness, but they can still be distinguished. This indicates that although the two are related, they measure different aspects of the employee experience.

- The HTMT value between job satisfaction and organisational climate is 0.807. This value also indicates that there is a significant relationship, but the two constructs remain distinguishable. This shows that although they influence each other, they have different dimensions.
- With an HTMT value of 0.875, the relationship between psychological wellbeing and job satisfaction shows a fairly close relationship, but is still below the threshold, indicating that the two can be well distinguished.
- The HTMT value between organisational climate and psychological wellbeing is 0.769, indicating good discrimination between the two constructs.

**Discriminant Test: Fornell Larcker**

Based on Table 4, the values given show the correlation between different constructs in each construct:

- Employee Performance: has an AVE value of 0.805. This indicates that this construct has good validity. When compared to other constructs, employee performance shows a correlation of 0.800 with job satisfaction, 0.728 with organisational climate, and 0.796 with psychological wellbeing. Since 0.805 (AVE root) is greater than all these correlation values, this indicates that employee performance has good discrimination.
- Job Satisfaction: has an AVE value of 0.845. Its correlation with employee performance is 0.800, with organisational climate 0.775, and with psychological wellbeing 0.829. The AVE root (0.845) is greater than all correlation values, so job satisfaction also has good discrimination.
- Organisational Climate: has an AVE value of 0.830. Its correlation with employee performance is 0.728, with job satisfaction 0.775, and with psychological well-being 0.754. The AVE root (0.830) is greater than the correlation values with all other constructs, indicating that organisational climate can be well distinguished.
- Psychological Well-being: has an AVE value of 0.796. Its correlation with employee performance is 0.796, with job satisfaction 0.829, and with organisational climate 0.754. Although the correlation value with employee performance (0.796) is the same as the AVE root, for other constructs, the AVE root is larger, indicating that psychological wellbeing also has good discrimination.

**Table 5. R Square**

R Square	R Square Adjusted
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Employee Performance	0.707	<b>0.691</b>
Job Satisfaction	0.739	<b>0.730</b>

Source: Primary data processed using SmartPLS version 3, (2025)

Based on Table 5, it can be explained as follows:

- R Square value for employee performance is 0.707. This indicates that 70.7% of the variance in employee performance can be explained by the independent variables included in the model. This is a fairly strong indicator, suggesting that the model has a good ability to explain the factors that influence employee performance. The adjusted R-Square for employee performance is 0.691. This value is slightly lower, but still indicates that the model remains relevant and sufficiently good at explaining the variance. This adjustment shows that although there are several independent variables in the model, they make a significant contribution.
- The R Square value for job satisfaction is 0.739, indicating that 73.9% of the variance in job satisfaction can be explained by the independent variables. This value is higher than that for employee performance, indicating that the model is better at explaining the factors that influence job satisfaction. The adjusted R-squared value for job satisfaction is 0.730. This also shows that despite the penalty for the number of independent variables, the model remains effective in explaining the variance in job satisfaction.

**Table 6. F Square**

	<b>Employee Performance</b>	<b>Job Satisfaction</b>	<b>Organisational Climate</b>	<b>Psychological Wellbeing</b>
Employee Performance				
Job Satisfaction	0.120			
Organisational Climate	0.035	<b>0.201</b>		
Psychological Wellbeing	0.128	<b>0.531</b>		

Source: Primary data processed using SmartPLS version 3, (2025)

Based on Table 6, the F Square values for each pair of constructs in the table are as follows:

- An F Square value of 0.120 indicates that job satisfaction has a small effect on employee performance. Although there is a positive relationship, the

effect is not very large, which means that there are many other factors that also influence employee performance.

- An F Square value of 0.035 indicates a very small effect. This indicates that changes in organisational climate do not contribute significantly to changes in employee performance. This may indicate that other factors are more dominant in influencing employee performance.
- An F Square value of 0.128 indicates a small effect, but more significant than organisational climate. This indicates that psychological wellbeing plays a role in influencing employee performance, although not as much as expected.
- An F Square value of 0.201 indicates a moderate effect. This indicates that job satisfaction has a more substantial influence on organisational climate, suggesting that when job satisfaction increases, it can improve the overall organisational climate.
- The F Square value of 0.531 indicates a large effect. This indicates that psychological wellbeing has a significant influence on job satisfaction. When psychological wellbeing increases, their job satisfaction also increases substantially.

**Table 7. Blind Folding**

	SSO	SSE	Q <sup>2</sup> (=1-SSE/SSO)
<b>Employee Performance</b>	348.000	195.073	<b>0.439</b>
<b>Job Satisfaction</b>	348.000	168.239	<b>0.517</b>
<b>Organisational Climate</b>	928.000	928.000	
<b>Psychological Wellbeing</b>	870.000	870.000	

*Source: Primary data processed using SmartPLS version 3, (2025)*

Based on Table 7, it can be explained that:

- Q<sup>2</sup> value of 0.439 indicates that this model is able to explain approximately 43.9% of the variability in employee performance. This serves as a fairly strong indicator, although there is still 56.1% of variance that the model fails to explain. This implies that there may be additional determinants that have not been taken into account that influence employee performance.

- And with a Q<sup>2</sup> statistical value of 0.517, this model demonstrates superior capacity to explain fluctuations in job satisfaction. Approximately 51.7% of the variation in job satisfaction can be accounted for by the model. This indicates that the correlation between the independent variables and job satisfaction is clearer than that observed with employee performance.

**Table 8. Path Coefecients**

Hipotesis (H)	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Decision
H.1 Psychological Wellbeing -> Employee Performance	0.365	0.364	0.191	1.908	0.056	Not Accepted
H.2 Organisational Climate -> Employee Performance	0.168	0.151	0.167	1.003	0.316	Not Accepted
H.3 Psychological Wellbeing -> Job Satisfaction	0.566	0.561	0.086	6.607	0.000	Accepted
H.4 Organisational Climate -> Job Satisfaction	0.348	0.358	0.080	4.328	0.000	Accepted
H.5 Job Satisfaction -> Employee Performance	0.368	0.389	0.147	2.508	0.012	Accepted
H.6 Psychological Wellbeing -> Job Satisfaction -> Employee Performance	0.208	0.219	0.093	2.247	0.025	Accepted
H.7 Organisational Climate -> Job Satisfaction -> Employee Performance	0.128	0.139	0.062	2.059	0.040	Accepted

Source: Primary data processed using SmartPLS version 3, (2025)

The Influence of Psychological Wellbeing on Employee Performance

Based on the results of hypothesis testing in table 8, the results show that psychological wellbeing has a positive but insignificant influence on employee

performance. The path coefficient value for the influence of psychological wellbeing on employee performance is 0.365 with a t-statistic value of 1.908. However, the p-value obtained is 0.056, indicating that this influence is not significant at the  $\alpha = 0.05$  level.

The research results are consistent with the study conducted by Pratama & Endratno, (2022), where the psychological wellbeing variable did not show a significant positive influence on employee performance. The t-test results show a calculated t-value of 0.665, which is smaller than the t-table value of 1.656, with a significance level of 0.507, which is much larger than 0.05. This indicates that although psychological well-being is important in the context of employee well-being, in this study, it was not proven to significantly influence their performance. This finding aligns with previous studies that also found similar results, where psychological well-being does not always directly correlate with employee performance.

However, it does not align with the study conducted by Roselawaty & Yustini, (2025), which found that teachers' psychological well-being significantly influences employee performance, with a calculated t-value of 2.386 and a p-value of 0.019. Psychological well-being encompasses aspects such as self-acceptance, positive relationships with others, and the ability to cope with stress. Teachers with good psychological well-being tend to be more motivated and productive, thereby improving their performance.

Although the influence of psychological well-being on employee performance is not significant at the  $\alpha = 0.05$  level, the positive coefficient indicates that there is a relationship that needs to be considered for the staff at RSUD. Dr. Achmad Mochtar Bukittinggi. This is evidenced by the results of interviews showing challenges in creating a fully conducive work environment. Some staff members reported interpersonal issues that could disrupt their psychological well-being, such as a lack of effective communication and support from management. This indicates that while there is potential for positive influence, the actual conditions on the ground still present challenges that need to be addressed.

At RSUD. Dr. Achmad Mochtar Bukittinggi, psychological well-being can contribute to improved employee performance through several mechanisms. First, frontline staff at RSUD Dr. Achmad Mochtar Bukittinggi who feel happy and satisfied with their lives tend to have higher intrinsic motivation. They are more committed to their tasks and better able to collaborate with colleagues. Second, good psychological well-being can reduce stress levels and improve focus, which positively impacts productivity.

## **The Influence of Organisational Climate on Employee Performance**

Based on the results of hypothesis testing in table 8, the results show that organisational climate has a positive but insignificant effect on employee performance. The results show that the path coefficient value for the effect of organisational climate on employee performance is 0.168, with a t-statistic value of 1.003. The resulting p-value is 0.316, which means that this effect is not significant at the  $\alpha = 0.05$  level.

The research results are in line with Pratama & Pasaribu, (2020), who stated that organisational climate does not show a significant effect on employee performance with a path coefficient of 0.033 and a p-value of 0.902. This indicates that although organisational climate can influence job satisfaction, its impact on employee performance is not proven to be significant in the context of this study.

However, this does not align with the research conducted by Rupadana *et al.*, (2023), who states that organisational climate has the strongest influence on employee performance with a t-value of 15.107 ( $p < 0.05$ ). These results indicate that a positive organisational climate, which creates a supportive and motivating work environment, is crucial for enhancing employee performance. A good climate allows employees to feel comfortable and focused at work, thereby positively influencing their productivity.

Although the influence of organisational climate on employee performance is not significant at the  $\alpha = 0.05$  level, the positive coefficient indicates that there is a relationship worth noting among staff at RSUD. Dr. Achmad Mochtar Bukittinggi. This is evidenced by interview results indicating that they are fairly satisfied with the existing organisational climate. Many employees mentioned that support from colleagues and superiors is crucial in creating a positive work environment. However, there are also challenges that need to be addressed, such as ineffective communication and a lack of recognition for individual contributions. There are concerns regarding clarity in task delegation and decision-making. If the organisational structure were clearer and the reward system more transparent, their performance could improve significantly.

At RSUD. Dr. Achmad Mochtar Bukittinggi, a positive organisational climate should enhance employee performance in several ways. First, a clear organisational structure and support from superiors can boost the confidence of hospital staff in performing their duties. Second, a fair reward system can motivate employees at RSUD. Dr. Achmad Mochtar Bukittinggi to work harder and more productively. However, the research results show that although employees feel supported, the impact on employee performance is not significant enough.

### **The Influence of Psychological Wellbeing on Job Satisfaction**

Based on the results of hypothesis testing in table 8, the results show that psychological wellbeing has a positive and significant effect on job satisfaction. The results show that the path coefficient value for the influence of psychological wellbeing on job satisfaction is 0.566, with a t-statistic value of 6.607. The resulting p-value is 0.000, indicating that this influence is significant at the  $\alpha = 0.05$  level.

The positive coefficient of the influence of psychological well-being on job satisfaction indicates that employees at RSUD. Dr. Achmad Mochtar Bukittinggi who feel more psychologically well-being tend to have higher levels of job satisfaction. This result supports the research conducted by Ayu Safitri & Santoso, (2022), which states that psychological well-being has a significant effect with a path coefficient of 0.369572 and a t-statistic of 4.602861, which is greater than 1.96. This indicates that good psychological well-being among teachers contributes to increased job satisfaction.

However, this does not align with the research conducted by Kesawa *et al.*, (2019), which states that psychological well-being does not have a significant influence on job satisfaction, with a t-value of 1.441 and a p-value of 0.159, which is greater than 0.05. This suggests that while psychological wellbeing is important, it does not directly increase job satisfaction among educators at the institution. This finding is consistent with previous research showing that psychological wellbeing can function as a supporting factor but not the primary factor in determining job satisfaction.

At RSUD. Dr. Achmad Mochtar Bukittinggi, psychological wellbeing can influence job satisfaction among RSUD. Dr. Achmad Mochtar Bukittinggi staff through several mechanisms. First, employees who feel happy and satisfied with their lives are more likely to enjoy the tasks they perform. Second, positive relationships with colleagues and superiors can enhance feelings of connection and support, which contribute to job satisfaction. Third, autonomy in decision-making can increase feelings of responsibility and satisfaction with work.

### **The Influence of Organisational Climate on Job Satisfaction**

Based on the results of hypothesis testing in table 8, the results show that organisational climate has a positive and significant influence on job satisfaction. The results indicate that the path coefficient value for the influence of organisational climate on job satisfaction is 0.348, with a t-statistic value of 4.328. The p-value obtained is 0.000, which means this influence is significant at the  $\alpha = 0.05$  level.

The positive coefficient of the influence of organisational climate on job satisfaction indicates that employees of RSUD. Dr. Achmad Mochtar

Bukittinggi who perceive themselves to be in a good organisational climate tend to be more satisfied with their jobs. This result aligns with the research conducted by Silmia *et al.*, (2020), who stated that organisational climate has a positive and significant influence on job satisfaction. The regression coefficient value indicates that every one-unit increase in organisational climate will increase job satisfaction by 0.612. The t-test results show a t-value of 8.186 with a significance level of 0.000, which is far below 0.05. This means that the hypothesis stating that organisational climate influences job satisfaction is accepted.

However, this is not in line with the research conducted by Pratama & Pasaribu, (2020), who stated that organisational climate has a positive influence on employee job satisfaction, although this influence is not significant. With a path coefficient value of 0.315 and a p-value of 0.056, it can be concluded that an increase in organisational climate can have an impact on job satisfaction, but it is not strong enough to be considered significant.

At RSUD. Dr. Achmad Mochtar Bukittinggi, a good organisational climate can influence job satisfaction among hospital staff through several mechanisms. First, a clear structure and well-defined tasks provide employees with clarity in their roles, reducing confusion and increasing self-confidence. Second, support from superiors and colleagues can create a collaborative environment, strengthening a sense of connection and social support. Third, recognition of individual contributions can increase a sense of appreciation, which contributes directly to job satisfaction.

### **The Effect of Job Satisfaction on Employee Performance**

Based on the results of hypothesis testing in table 8, the results show that job satisfaction has a positive and significant effect on employee performance. The results indicate that the path coefficient value for the effect of job satisfaction on employee performance is 0.368, with a t-statistic value of 2.508. The resulting p-value is 0.012, which means this effect is significant at the  $\alpha = 0.05$  level.

The positive coefficient of the influence of job satisfaction on employee performance indicates that employees at RSUD. Dr. Achmad Mochtar Bukittinggi who are more satisfied with their jobs tend to demonstrate better employee performance. This result supports the research conducted by Julindrastuti & Karyadi, (2024), which states that job satisfaction also has a significant effect on employee performance with a significance value of 0.002. This indicates that employees who are satisfied with their jobs will demonstrate better employee performance. Job satisfaction is influenced by various aspects,

such as fair compensation, opportunities for promotion, and good relationships with colleagues.

However, this does not align with the research conducted by Siagian *et al.*, (2022), which states that the direct influence of job satisfaction on employee performance is not significant. The p-value obtained is 0.349, which is greater than 0.05. This indicates that although respondents reported high levels of job satisfaction, this does not directly contribute to improved employee performance.

At RSUD. Dr. Achmad Mochtar Bukittinggi, job satisfaction can influence employee performance among hospital staff through several mechanisms. First, satisfied employees tend to have higher motivation and commitment to their tasks. Second, positive relationships with colleagues and superiors can strengthen social support, contributing to improved performance. Third, when employees feel valued and recognised, they are more likely to strive to achieve the goals and standards set.

### **The Influence of Psychological Wellbeing on Employee Performance through Job Satisfaction**

Based on the results of hypothesis testing in table 8, the results show that psychological wellbeing has a positive and significant effect on employee performance through job satisfaction. The results show that the path coefficient value for the effect of psychological wellbeing on job satisfaction through job satisfaction is 0.208, with a t-statistic value of 2.247 and a p-value of 0.025. This indicates that this effect is significant at the  $\alpha = 0.05$  level.

The positive coefficient of the influence of psychological well-being on employee performance through job satisfaction indicates that employees at RSUD. Dr. Achmad Mochtar Bukittinggi who feel better psychologically tend to be more satisfied with their jobs. These results align with research conducted by Aleyda, (2024), who stated that online transportation drivers often face challenges that cause stress. Good psychological wellbeing helps them manage stress and improve the quality of service to customers, which positively impacts employee performance. Job satisfaction functions as a mediator, with a mediation coefficient value of 0.213 and a p-value of 0.001, indicating that job satisfaction is influenced by psychological well-being and also contributes to employee performance. Satisfied employees tend to be more motivated and productive, creating a positive mental state.

At RSUD. Dr. Achmad Mochtar Bukittinggi, job satisfaction functions as a mediator in the relationship between psychological well-being and employee performance. The analysis results show that job satisfaction can strengthen the

positive influence of psychological well-being on the employee performance of RSUD. Dr. Achmad Mochtar Bukittinggi staff. In other words, employees who are satisfied with their jobs tend to demonstrate better employee performance when they are in a positive state of psychological well-being.

### **The Influence of Organisational Climate on Employee Performance through Job Satisfaction**

Based on the results of hypothesis testing in table 8, the results show that organisational climate has a positive and significant effect on employee performance through job satisfaction. The results show that the path coefficient value for the effect of organisational climate on job satisfaction through job satisfaction is 0.128, with a t-statistic of 2.059 and a p-value of 0.040, indicating a significant relationship at the  $\alpha = 0.05$  level.

The positive coefficient of the influence of organisational climate on employee performance through job satisfaction indicates that employees of RSUD. Dr. Achmad Mochtar Bukittinggi who are satisfied with their jobs tend to demonstrate better performance when they are in a positive organisational climate. These results support the research conducted by Sugiono *et al.*, (2020), who stated that job satisfaction functions as a mediator between organisational climate and employee performance. The Sobel test shows a t-value of 2.4228 for the influence of organisational climate on employee performance through job satisfaction, which is greater than the t-table value of 1.97, thus accepting the hypothesis that job satisfaction mediates the influence of organisational climate on employee performance.

At RSUD. Dr. Achmad Mochtar Bukittinggi, job satisfaction functions as a mediator in the relationship between organisational climate and employee performance. The analysis results show that job satisfaction can strengthen the positive influence of organisational climate on the employee performance of Dr. Achmad Mochtar Bukittinggi General Hospital staff. In other words, employees who are satisfied with their jobs tend to perform better when they are in a positive organisational climate.

### **CONCLUSION**

Based on the research findings, several conclusions can be drawn regarding the relationship between psychological wellbeing, organisational climate, job satisfaction, and employee performance at RSUD Dr. Achmad Mochtar Bukittinggi. First, psychological wellbeing was found to have a positive yet statistically insignificant direct effect on employee performance, indicating that while the tendency exists, its impact may be mediated by other factors. Similarly, the organisational climate also demonstrated a positive but

insignificant direct influence on performance outcomes.

However, when examined in relation to job satisfaction, both psychological wellbeing and organisational climate showed a significant and positive effect. This finding affirms the critical role of these two variables in shaping employees' satisfaction levels. Furthermore, job satisfaction itself was found to significantly and positively affect employee performance, underscoring its mediating function.

More specifically, the analysis revealed that psychological wellbeing exerts a significant indirect effect on employee performance through job satisfaction. A comparable pattern was also observed with the organisational climate, where its influence on performance becomes significant when mediated by job satisfaction. These results highlight the importance of fostering psychological wellbeing and a positive organisational climate as strategic efforts to enhance employee satisfaction, which ultimately leads to improved performance among staff members, particularly in administrative and support roles at the hospital.

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