

THE INFLUENCE OF PSYCHOLOGICAL WELL-BEING ON EMPLOYEE JOB SATISFACTION THROUGH AFFECTIVE COMMITMENT AS A MEDIATING VARIABLE AT PT. X

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Abstract :

Psychological welfare is closely related to work satisfaction, and it can be defined as an individual's self-assessment that includes the fulfillment of positive psychological functions. Individuals with good psychological welfare tend to have a positive outlook on their work, thereby increasing work satisfaction. Another factor influencing work satisfaction is affective commitment, which is an important factor in determining work satisfaction. Employees who have high commitment to the organization tend to demonstrate loyalty and a desire to remain employed, contributing to higher work satisfaction. **Objective:** To analyze and prove whether affective commitment can act as a mediating variable between psychological welfare and work satisfaction. **Method:** The sampling technique used total sampling with 120 respondents. This study uses a quantitative approach to determine the sample size, employing Slovin's formula, which can be used to determine the sample size from the existing population with a specific margin of error. **Results:** The research proves that psychological welfare has a positive and significant impact on employees' work satisfaction. Psychological welfare also has a positive and significant effect on affective commitment, and affective commitment positively and significantly influences work satisfaction. It can be concluded that psychological welfare affects employees' work satisfaction, with affective commitment involvement serving as a mediating variable.

Keywords : *Psychological Well-Being. Affective Commitment. Job Satisfaction*

1. Introduction

Human resources encompass both the mental and physical abilities of an individual, with behavior and traits being influenced by both heredity and environment. A person's work performance is affected by their desire to achieve satisfaction. Work satisfaction is an individual's assessment of their job, reflecting the extent to which the job meets values that are important to the employee (Ariati, 2017). This satisfaction is influenced by various factors such as psychological welfare, rewards, supervision, colleagues, and working conditions. Employees who feel satisfied tend to be more motivated and productive. Psychological welfare, which includes eudaimonic dimensions (meaning in life and self-potential) as well as hedonic dimensions (happiness), is closely related to work satisfaction. Individuals with good psychological welfare

tend to have a positive view of their work, which can enhance work satisfaction (Siregar et al., 2020).

Other factors that influence work satisfaction include affective commitment. Affective commitment reflects loyalty and the desire to remain with the organization. Working is an important factor in work satisfaction. Employees with high commitment tend to be more disciplined and consistent, which contributes to greater work satisfaction (Rozak, 2019). Some studies indicate that psychological welfare affects work satisfaction, with results that vary some are significant while others are not. This study aims to explore in more depth the relationship between psychological welfare and work satisfaction, particularly in extreme physical environmental conditions, such as high temperatures and flood risks, which have not been widely discussed in previous research. The focus of this study is on the employees of PT. X, offering a new perspective on the relationship between variables in a different context.

This study focuses on employees of PT. X, who work in an environment with extreme heat and flood risks, which may impact their performance and psychological well-being. Despite facing challenging working conditions, many employees persist and demonstrate high commitment to their work. This phenomenon is interesting to explore further in order to understand the factors that drive employees to remain in their jobs despite less-than-ideal environmental conditions. The aim of this study is to analyze the impact of psychological welfare on work satisfaction, with affective commitment serving as a mediating variable.

2. Research methods

This type of research is quantitative, using an explanatory research design, which explains the effects between specific variables through hypothesis testing. This study is used to test hypotheses and explain the relationships between variables. The population of this study consists of 170 employees of PT X, and the sample for this research is 120 individuals, calculated using Slovin's formula with a 5 percent margin of error.

3. Results and Discussion

3.1 Results

The Influence of Psychological Welfare on Employee Work Satisfaction

Table 1. The Influence of Psychological Welfare on Employee Work Satisfaction

Model	Unstandardized Coefficients		Unstandardized Coefficients	T	Sig	
	B	Std. Error	Beta			
1	(constant)	11.677	2.251		5.187	.000
	X1	.491	.136	.315	3.611	.000

Dependent Variable: Y1

Based on the table above, it shows that the t-value of 3.611 is greater than the t-table value of 1.657 ($3.611 > 1.657$), and the significance value is 0.000, which is smaller than the significance level of 0.05. This indicates that psychological welfare has a positive and significant effect on employee work satisfaction.

The Influence of Psychological Welfare on Affective Commitment

Table 2. The Influence of Psychological Welfare on Affective Commitment

	Model	Unstandardized Coefficients		Unstandardized Coefficients	T	Sig
		B	Std. Error	Beta		
1	(constant)	6.651	2.057		3.232	.002
	X1	.498	.124	.347	4.014	.000

Dependent Variable: Y2

Based on the table above, it shows that the t-value of 4.014 is greater than the t-table value of 1.657 ($4.014 > 1.657$), and the significance value is 0.000, which is smaller than the significance level of 0.05. This indicates that psychological welfare has a positive and significant effect on affective commitment.

The Influence of Work Satisfaction on Affective Commitment

Table 3. The Influence of Work Satisfaction on Affective Commitment

	Model	Unstandardized Coefficients		Unstandardized Coefficients	T	Sig
		B	Std. Error	Beta		
1	(constant)	12.182	1.683		7.239	.000
	Y1	.535	.184	.546	5.604	.001

Dependent Variable: Y2

Based on the table above, the results of the test can be interpreted as follows: The t-test results for the variable of work satisfaction on affective commitment show that the t-value of 5.604 is greater than the t-table value of 1.657 ($5.604 > 1.657$), and the significance value is 0.001, which is smaller than the significance level of 0.05. This indicates that work satisfaction has a positive and significant effect on affective commitment.

The Influence of Psychological Welfare on Employee Work Satisfaction with Affective Commitment as a Mediator

Table 4. The Influence of Psychological Welfare on Employee Work Satisfaction with Affective Commitment as a Mediator

	Model	Unstandardized Coefficients		Unstandardized Coefficients	T	Sig
		B	Std. Error	Beta		
1	(constant)	6.211	2.288		2.715	.008
	X1	.480	.131	.334	3.655	.000
	Y1	.338	.084	.341	3.447	.006

Dependent Variable: Y2

Based on Table 4.16 above, the test results show that the t-value for X1 is 3.655 and for Y1 is 3.447, both of which are greater than the t-table value of 1.660 ($3.655 > 1.657$ and $3.447 > 1.657$), with significance values of 0.000 and 0.006, respectively, both of which are smaller than the significance level of 0.05. This indicates that psychological welfare and employee work satisfaction have a positive and significant effect on affective commitment.

3.2 Discussion

a. The Influence of Psychological Welfare on Employee Work Satisfaction.

The results of the first hypothesis test in this study indicate that there is an influence of psychological welfare on employee work satisfaction. These findings are consistent with research by Nuriya Ayu Safitri and Bowo Santoso (2021), Qanita Nawra Ganna and Ima Fitri Sholichah (2022), and Silvana Hermawan (2018), which found that psychological welfare has a positive effect on employee work satisfaction. Therefore, the first hypothesis of the study (H1), which states that there is a positive effect of psychological welfare on employee work satisfaction, is accepted. The T-test results show that the t-value of 3.611 is greater than the t-table value of 1.657 ($3.611 > 1.657$), and the significance value is 0.000, which is smaller than the significance level of 0.05. This indicates that psychological welfare has a positive and significant effect on employee work satisfaction.

The results of the study suggest that leadership efforts are needed to optimize psychological welfare by focusing on several indicators, such as enhancing the welfare of PT. X's workforce through strategies to develop employees' skills and knowledge through training.

b. The Influence of Psychological Welfare on Affective Commitment

The results of the second hypothesis test in this study indicate that there is an influence of psychological welfare on affective commitment. These findings are consistent with the research by Aktar et al. (2019) and Aboramadan (2020), which found that psychological welfare has a positive effect on affective commitment. Therefore, the second hypothesis of the study (H2), which states that there is a positive effect of psychological welfare on affective commitment, is accepted. The t-test results for variable (X) show that the t-value of 4.014 is greater than the t-table value of 1.657 ($4.014 > 1.657$), and the significance value is 0.000, which is smaller than the significance level of 0.05. This indicates that psychological welfare has a positive and significant effect on affective commitment.

Employees with good psychological welfare tend to feel more valued and attached to the company. When employees feel happy, appreciated, and psychologically well, they become more emotionally attached to the company, which can enhance their affective commitment to the organization. Good psychological welfare can strengthen the emotional bond and attachment of employees to the company, leading to increased affective commitment

c. The Influence of Affective Commitment on Employee Work Satisfaction

The results of the third hypothesis test in this study indicate that there is an influence of affective commitment on employee work satisfaction. These findings are consistent with the research by Kundi et al. (2020) and Ribeiro et al. (2018), which concluded that work involvement has a positive effect on employee performance. Therefore, the third hypothesis of the study (H3), which states that affective commitment influences employee work satisfaction, is accepted. The test results show that the t-value of 5.604 is greater than the t-table value of 1.657 ($5.604 > 1.657$), and the significance value is 0.001, which is smaller than the significance level of 0.05. This indicates that affective commitment has a positive and significant effect on employee work satisfaction.

The results of the study show that work satisfaction encompasses various aspects, such as satisfaction with job tasks, relationships with colleagues, salary, and career development opportunities. Employees who are satisfied with their work are more likely to feel emotionally attached to the company. Work satisfaction can increase pride and loyalty toward the organization, which will strengthen their affective commitment. Employees who are satisfied with their work tend to be more emotionally committed to continue working and contributing their best to the company.

d. The Influence of Psychological Welfare on Employee Work Satisfaction with Affective Commitment as a Mediator

The results of the fourth hypothesis test in this study indicate that psychological welfare influences employee work satisfaction through affective commitment. These findings are consistent with the research by Sekhar et al. (2018), which concluded that affective commitment is capable of mediating the effect of psychological welfare on employee work satisfaction. Therefore, the fourth hypothesis of the study (H4), which states that affective commitment mediates the effect of psychological welfare on employee work satisfaction, is accepted. The results of the Sobel test show that the Z-value of 2.870 is greater than the Z-table value of 1.96, and the significance value is 0.004, which is smaller than the 5% significance level (0.05), thus confirming that psychological welfare influences employee work satisfaction with affective commitment as the mediating variable.

Affective commitment can act as a mediator in the relationship between psychological welfare and work satisfaction. Employees with good psychological welfare are more likely to feel emotionally attached to the company (affective commitment), which in turn enhances their work satisfaction. Affective commitment helps strengthen the relationship between psychological welfare and work satisfaction by explaining how positive feelings toward the company and work can increase employee satisfaction levels.

4. Conclusion

- a. The results of hypothesis testing 1 show that the t-value of 3.611 is greater than the t-table value of 1.657 ($3.611 > 1.657$), and the significance value is 0.000, which is smaller than the significance level of 0.05. This indicates that psychological welfare has a positive and significant effect on employee work satisfaction.
- b. The results of hypothesis testing 2 show that the t-value of 4.014 is greater than the t-table value of 1.657 ($4.014 > 1.657$), and the significance value is 0.000, which is smaller than the significance level of 0.05. This indicates that psychological welfare has a positive and significant effect on affective commitment.
- c. The results of hypothesis testing 3 show that the t-value for the variable affective commitment on work satisfaction is 5.604, which is greater than the t-table value of 1.657 ($5.604 > 1.657$), and the significance value is 0.001, which is smaller than the significance level of 0.05. This indicates that affective commitment has a positive and significant effect on work satisfaction.
- d. The results of hypothesis testing 4 show that the t-values of X1 (3.655) and Y1 (3.447) are both greater than the t-table value of 1.660 ($3.655 > 1.657$ and $3.447 > 1.657$), and the significance values are 0.000 and 0.006, which are both smaller than the significance level of 0.05. This indicates that psychological welfare and employee work satisfaction have a positive and significant effect on affective commitment.

- e. The results of the Sobel test show that the Z-value of 2.870 is greater than the Z-table value of 1.96, and the significance value is 0.004, which is smaller than the 5% significance level (0.05). This allows us to conclude that psychological welfare has an effect on employee work satisfaction with affective commitment as the mediating variable.

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