



THE EFFECTS OF PSYCHOLOGICAL WELL-BEING ON JOB SATISFACTION AND EMPLOYEE PERFORMANCE

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ABSTRACT

This study aims to determine: firstly the influence of psychological well-being on job satisfaction of civil servants, secondly the influence of psychological well-being on the performance of civil servants, thirdly the effect of job satisfaction on the performance of civil servants, and fourthly job satisfaction can mediate the influence of psychological well-being on civil servant performance. The population in this study were civil servants at the Directorate General of Industrial Relations Development and Workers' Social Security (*Ditjen PHI and Jamsos*) of Indonesian Ministry of Manpower with a sample of 72 respondents taken by random sampling technique. The research method used is a quantitative approach with Partial Least Square (PLS) analysis. The results of this study indicate that (1) psychological well-being has a positive effect on job satisfaction, (2) psychological well-being has a positive effect on employee performance, (3) job satisfaction has a positive effect on employee performance, and (4) job satisfaction can mediate the effects of psychological well-being on employee performance.

KeyWords

Psychological Well-being, Job Satisfaction, Employee Performance.

INTRODUCTION

The development of the 4.0 industrial revolution era brought an impact of increasing demands for accountability and transparency of government organizations and responsiveness in serving the community. The transformation of government organizations needs to be further improved into new designs that are more adaptive, responsive, transparent and accountable. One of the key to the success of government organizations is to adapt in this era of industrial revolution through human resources or Civil Servants (PNS) who must be more responsive to change.

Based on the Law of the Republic of Indonesia Number 5 of 2014 on The State Civil Apparatus, the definition of Civil Servants are namely Indonesian citizens who meet certain conditions and is appointed as Servants of State Civil Apparatus (ASN) permanently by civil servant development officials to occupy government positions. The law states that ASN employees have duties to: (a) implement public policies made by the Staffing Officer in accordance with statutory provisions; (b) provide professional and quality public services; and (c) strengthen the unity and integrity of the Republic of Indonesia.

At this time, every employee is required to quickly adapt, develop competencies, improve the quality of public services, and improve performance. But on the other hand, employees also need comfort and satisfaction at work. Sapila (2013) explains that, job satisfaction is a comparison between what is felt and obtained by someone with what he should feel and he gets from work and the form of job satisfaction is among other things diligently coming to work, low absenteeism, no complaints, and the number of employees who stop working unilaterally is relatively low. Employee job satisfaction at *Ditjen PHI dan Jamsos* is generally seen as lacking in terms of satisfaction with salaries, promotions, jobs and work environment. This is based on information from several employees who stated that the promotion policy was felt to be less objective, the salary received was considered to be less compared to heavier workloads, often worked up beyond working hours, and the work environment felt less supportive and uncomfortable.

According to Robbins (1996), psychological factors or psychological well-being are among the factors that influence job satisfaction. Ryff (1995) explains the term psychological well-being as the full achievement of one's psychological potential and a state when individuals can accept their strengths and weaknesses as they are, have a purpose in life, develop positive relationships with others, become an independent person, able to control the environment, and continue to grow personally. Employees at the Directorate General of Industrial Relations Development and Workers' Social Security (*Ditjen PHI dan Jamsos*) have the obligation to carry out routine tasks and services with working hours from Monday to Friday from 7.30 to 16.00 and specifically Friday to 16.30. Based on the recapitulation of employee attendance in January to April 2019, the absence rate continues to increase and shortage of working hours is quite high, as illustrated in the following data:

Table 1

Recapitulation of absenteeism and shortage of employees' working hours
January to April 2019

Month	Shortage of working hours (minutes)	Absence (without information)
January 2019	64650 minutes	19 days
February 2019	110386 minutes	20 days
March 2019	74019 minutes	22 days
April 2019	62504 minutes	31 days

Source: Data is processed from the HR Apparatus Section of *Ditjen PHI dan Jamsos*

Based on the data above, it can be explained that the number of employee absences increased in the January to April 2019

period. Absenteeism was associated with low job satisfaction (Jex & Britt, 2008) and low psychological well-being (Johnson, Catsouphes, Catsouphes, Smyer, & Costa, 2008). Research in 2013 by Epita and Utoyo showed a significant positive relationship between psychological well-being and job satisfaction among Civil Servants (PNS) of Government Organizations.

Someone who assesses the work environment as an attractive, fun, and full of challenges, will feel happy and show optimal performance (Wright & Bonnet, 2007). According to Keyes (2000), if the psychological well-being of employees are high then employees will give full attention to work and have high performance. Lin, Yu and Yi (2014) mentioned that one of the factors that influenced employee performance was psychological well-being. Based on the results of the above studies, it can be concluded that one way to improve performance is to realize aspects of psychological well-being.

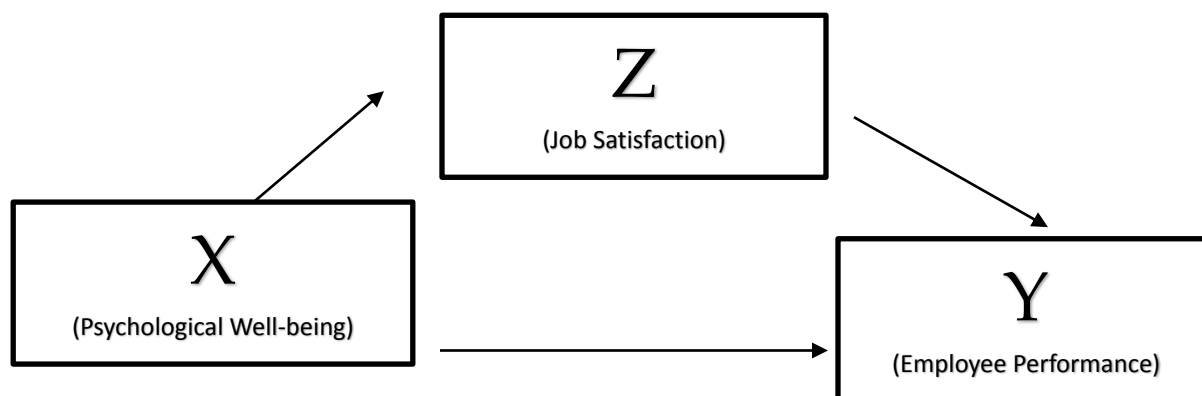
Job satisfaction is an expression of one's feelings or attitudes towards work, towards job promotion opportunities, relationships with coworkers, supervision and a feeling of satisfaction with the job itself (Titisari, 2014). Employees who feel satisfied with their job will have an impact on their improving performance. The results of Kristianto's research (2011) on nurses at Tugurejo District Public Hospital at Semarang stated that job satisfaction has a positive and significant effect on employee performance variables.

THEORETICAL BASIS

Ryff (1989) formulates the notion of psychological well-being that individuals try to think positively about themselves despite being aware of their limitations (self-acceptance). The individual also tries to develop and maintain warmth and trust in interpersonal relationships (positive relationships with others) and shape their environment, so that their personal needs and desires can be fulfilled (environmental control). Armstrong (2006) suggests that job satisfaction refers to the attitudes and feelings that a person has about their work. Dessler (1992) defines performance as work performance, which is a comparison between actual work outcomes and established work standards.

METHODS

The study was conducted at the Directorate General of Industrial Relations Development and Workers' Social Security of Indonesian Ministry of Manpower using a quantitative approach. The form of research design used is correlation analytics and cross sectional approach. In this case, the researcher determines the variable relationship with the research design as follows:



The population in this study is the Civil Servants of the Directorate General of Industrial Relations Development and Work-

ers' Social Security (*Ditjen PHI dan Jamsos*). Primary data were obtained from distributing questionnaires to samples of Civil Servants of *Ditjen PHI dan Jamsos*. In this study, researchers took a sample of 72 employees using random sampling techniques and instrument form using a model Likert scale.

Analysis of the data used in this research is to use a descriptive method with a quantitative approach that is a method that describes the real situation systematically, factually and accurately. Software used in the study was analyzed using SmartPLS 3.2.7.

RESULTS AND DISCUSSION

Descriptions of the respondents' characteristics consisting of gender, age, highest education level, length of work as follows:

Table 2
 Respondents Identity Based on Gender

Gender	Frequency	Percentage of
Men	39	54.2%
Women	33	45.8%
Total	72	100%

Based on the table above, it is known that from 72 samples of Civil Servants of *Ditjen PHI dan Jamsos* involved in this study showed that the majority were male (54.2%).

Table 3
 Respondents Identity Based on Age

Age	Frequency	Percentage
20-30 years	29	40.3%
31-40 years	32	44.4%
41-50 years	7	9.7%
51-60 years	4	5.6%
Total	72	100%

Based on the table above, it is known that of 72 Civil Servants of *Ditjen PHI dan Jamsos* involved in this study showed that the majority (44.4%) were 31-40 years old.

Table 4
 Respondents Identity Based on Highest Education Level

Education	Frequency	Percentage of
Diploma	1	1.4%
Bachelor	59	81.9%
Masters	12	16.7%
Doctoral	0	0.0%
Total	72	100%

Based on the table above, it is known that of 72 Civil Servants of *Ditjen PHI dan Jamsos* involved in this research shows that

the majority (81.9%) have an undergraduate education background.

Table 5
Respondents' Identity Based on Years of Working

Years of Work	Frequency	Percentage
<1 year	0	0.0%
1-5 years	38	52.8%
6-10 years	25	34.7%
11-15 years	3	4.2%
> 15 years	6	8.3%
Total	72	100%

Based on the table above, it is known that of the 72 Civil Servants of the Directorate General of Industrial Relations Development and Workers' Social Security involved in this study showed that the majority (52.8%) had a long working experience of 1-5 years.

Testing the direct influence hypothesis is used to test whether there is a direct influence of exogenous variables on endogenous variables. The test criteria state that if the path coefficient is positive and the value of p value (one way) \leq level of significance (alpha = 5%) then the positive and significant influence of exogenous variables on endogenous variables existed. Hypothesis testing results can be known through the following table:

Table 6
Direct Effects Hypothesis Testing Results

Exogenous	Endogenous	Path Coefficient	T Statistics	P Values	P Value (1 way)
Psychological Well-being	Job Satisfaction	0.550	5,183	0,000	0,000
Psychological Well-being	Employee Performance	0.449	3,475	0,001	0,000
Job Satisfaction	Employee Performance	0.343	3.183	0.002	0.001

Based on the above hypothesis testing summary table, the results can be explained as follows:

1. Effect of psychological well-being on job satisfaction

The influence of psychological well-being on job satisfaction produces a path coefficient of 0.550 with a p value (one way) of 0,000. The test results show that the path coefficient is positive and the value of p value (one way) $<$ level of significance (alpha = 5%). This means that there is a positive and significant psychological well-being effect on job satisfaction.

These results are in line with the results of previous studies, including those conducted by Wright (University of Nevada, Reno) and Cropanzano (Colorado State University) in 2000 which showed that there was a positive relationship between psychological well-being and job satisfaction. A 2013 study by Epita and Utoyo showed a significant positive relationship between psychological well-being and job satisfaction among Civil Servants (PNS) of Government Organizations.

Therefore, Hypothesis 1: Psychological Well-being has a positive effect on the Job Satisfaction of Civil Servants of the Direc-

torate General of Industrial Relations Development and Workers' Social Security is accepted or proven.

2. Effect of psychological well-being on performance

Effect of psychological well-being on employee performance produces a path coefficient of 0.449 with a p value (one way) of 0,000. The test results show that the path coefficient is positive and the value of p value (one way) < level of significance (alpha = 5%). This means that there is a positive and significant psychological well-being effect on employee performance.

These results are in line with the results of previous studies, among others is the research conducted by Lin, Yu and Yi (2014) which stated that one factor that affects employee performance is psychological well-being. Keyes (2000) shows that if the psychological well-being of employees are high then the company has employees who stay in the company, pay full attention to work, and have high performance.

Based on the explanation above, Hypothesis 2: Psychological Well-being has a positive effect on the Performance of Civil Servants of *Ditjen PHI dan Jamsos* is accepted or proven.

3. Effect of job satisfaction on employee performance

The effect of job satisfaction on employee performance produces a path coefficient of 0.343 with a p value (one way) of 0.001. The test results show that the path coefficient is positive and the value of p value (one way) < level of significance (alpha = 5%). This means that there is a positive and significant effect on job satisfaction towards employee performance.

These results are in line with the results of previous studies, including research conducted by Kristianto (2011) on nurses at Tugurejo Senarang Regional Hospital which stated that job satisfaction has a positive and significant effect on employee performance variables. Sari and Susilo's research results (2018) on PTPN X employees also showed that job satisfaction has a positive and significant effect on employee performance.

Therefore, Hypothesis 3: Job satisfaction has a positive effect on the performance of Civil Servants of *Ditjen PHI dan Jamsos* is accepted or proven.

Hypothesis testing of indirect effects is carried out with the aim to test whether there is an indirect influence of exogenous variables on endogenous variables through mediating variables. The test criteria state that if the path coefficient is positive and the value of p value (one way) ≤ level of significance (alpha = 5%) then it is stated that there is a positive and significant influence of exogenous variables on endogenous variables through mediating variables. The results of indirect effect hypothesis testing can be summarized in the following table:

Table 7
Summary of Indirect Influence Hypothesis Testing

Exogenous	Mediation	Endogenous	Indirect Coef.	T Statistics	P Values	P Value (1 way)
Psychological Well-being	Job Satisfaction	Employee Performance	0.122	1.9	0.058	0.029

Based on the tests listed in the table above, it can be explained as follows:

The influence of psychological well-being on employee performance through job satisfaction

The influence of psychological well-being on Employee performance through job satisfaction produces a path coefficient of 0.122 with a p value (one way) of 0.029. The test results show that the path coefficient is positive and the value of p value (one way) < level of significance (alpha = 5%). This means that there is a positive and significant psychological well-being effect on employee performance through job satisfaction.

These results are in line with the results of previous studies, including those conducted by Wijaya at CV Bukit Sanomas in 2018, showing that there is a significant influence between job satisfaction on employee performance.

Therefore Hypothesis 4: Job Satisfaction can mediate the influence of Psychological Well-being on the Performance of Civil Servants of *Ditjen PHI dan Jamsos* is accepted or proven.

CONCLUSIONS AND SUGGESTIONS

Based on the results of the analysis and discussion that has been carried out on the influence of psychological well-being towards job satisfaction and employee performance, it can be concluded as follows:

1. Psychological well-being has a positive effect on the Job Satisfaction of Civil Servants of the Directorate General of Industrial Relations Development and Workers' Social Security. The better psychological well-being owned by employees, the higher the job satisfaction of *Ditjen PHI dan Jamsos* employees;
2. Psychological well-being has a positive effect on the Performance of Civil Servants of *Ditjen PHI dan Jamsos*. The better psychological well-being owned by employees, the better the employee performance of *Ditjen PHI dan Jamsos*;
3. Job satisfaction has a positive effect on the performance of Civil Servants of the Directorate General of Industrial Relations Development and Workers' Social Security. The higher job satisfaction felt by employees, the better the performance of *Ditjen PHI dan Jamsos* employees;
4. Job Satisfaction can mediate the influence of Psychological Well-being on the Performance of Civil Servants of *Ditjen PHI dan Jamsos*. Employees who have high psychological well-being will affect their feelings at work, including feeling comfortable, happy and feeling satisfied at work. Employees who have good job satisfaction will have a positive impact on their performance.

From the results of research that has been done, suggestions that can be given as input for related parties are as follows:

1. For Civil Servants of *Ditjen PHI dan Jamsos*

In order to improve performance, employees need to pay attention to psychological well-being because it directly affects the performance or does not affect directly through job satisfaction. Employees are expected to improve psychological well-being, among others, by building good relationships with colleagues, leaders and subordinate staff, able to evaluate themselves, have a life purpose that unites efforts and challenges.

2. For the Directorate General of Industrial Relations Development and Workers' Social Security

Human Resources section needs to always improve the psychological well-being of its employees in order to increase job satisfaction and employee performance which will ultimately have an impact on organizational success in realizing the organization's vision and mission.

3. For Further Research

- a. The results of this study are expected to be one of the supporting references for other studies. Further researchers are expected to be able to dig deeper into the factors that can improve psychological well-being, job satisfaction and employee performance. In addition, the next researcher is also expected to be able to take measurements by observing the type of work of the subject under study, bearing in mind that each type of work or section of the company has different demands.
- b. Further researchers can use qualitative methods so that every dimension in psychological well-being and job satisfaction can be more revealed.

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