

## **Employee Well-being as a Mediator of Correlation between Psychological Capital and Psychological Climate**

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### **Abstract**

Individual differences are one of the factors that influence the psychological climate. The existence of bias and the existence of the perception of the influence of other factors on an individual, so that in the same neighborhood but in different individuals our own ingrained perceptions would be different. It affects an individual's self-efficacy as one of dimension psychological capital which is related to a person's perception of employee well-being, where the employee well-being as well as a factor's effect of psychological climate. Therefore, this study aims to find out whether employee well-being have a role as a mediator between psychological capital and psychological climate. The results from 378 hospitality employees showed that employee well-being acts as a partial mediator in the relationship between psychological capital and psychological climate. There were differences in employee well-being and psychological climate between group ages 18-30 years and 31-60 years.

**Keywords:** Employee well-being, psychological capital, psychological climate, hospitality employees.

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### **Introduction**

In doing a job, the work environment directly impacts work attitudes and determines employee work performance (Rahman & Kodikal, 2017). A pleasant work environment creates positive employee attitudes and encourages working harder and better (Choi, Kwon, & Kim, 2013). Conversely, if the environmental situation is not pleasing, they tend to leave the situation (Verma, 2014). As revealed by Ghiselli and Brown (Arief, 2018) that the work environment influences the quantity and quality of employee work. Voiculet, Belu, Parpandel, Elena, and Rizea (2010) stated that the environment can influences two sides, namely the external environment and the internal environment. The external environment generally

describes the forces that come from the outside of an organization, while to create many social activities and cultural in which activities take place come from internal environment that refers to the factors within the organization. This internal environment is usually referred to as a psychological climate.

The psychological climate has a significant contribution to every individual in the organization, which in the end will affect the quality of work, so naturally, it is necessary to have a good understanding of the psychological climate (Baltes, 2001). Research conducted by Yekty (2006) states that psychological climate has a positive effect on job satisfaction. This concludes that if the company can create a good psychological climate, employee satisfaction and well-being in carrying out their work will be better. Furthermore, a person's performance can influence by employee satisfaction and well-being positively, both at work and in everyday life (Warr & Nielsen, 2018).

Employees are important assets for an organization or company because, with employees who have a good work ethic, a company will be able to achieve predetermined targets such as achieving profit or for the progress of the company itself (Fulmer & Ployhart, 2014; Gabčanová, 2011, Wardani & Fatimah, 2020). Employee in a company have an essential role in company goals achievement (Wardani & Firmansyah, 2019), by treating employees as important assets, the company must be able to pay more attention to its employees, so employees can feel comfortable and safe while working, then employees can feel their job is valuable and become attached to their work (Fulmer & Ployhart, 2013; Gabčanová, 2011).

According to Brown and Leigh (1996) psychological climate indicators are categorized in six dimensions, namely 1) there is support from management, is it considered supportive and flexible; 2) role clarity, 3) freedom of expression, 4) organizational recognition, 5) employee contributions are in line with company goals, and 6) challenging work. Each of these dimensions is an indicator of whether employees accept the organizational environment as something fun and comfortable.

One of the factors that influence psychological climate is individual differences, where there is a bias in the perception and impact on the other factors of individuals in the same environment but different individuals, the perception will be different (Parker, Baltes, Young, Huff, Altmann, LaCost, & Roberts, 2003; Baltes, Zhdanova, & Parker, 2009). This affects individual self-efficacy, self-efficacy is one of the dimensions of psychological capital (Harms, Vanhove, and Luthans, 2017). Self-efficacy refers to someone's beliefs about the abilities needed to mobilize motivation and complete the tasks properly (Stajkovic Luthans, 1998; Harms, Vanhove, and Luthans, 2017). Luthan & Youssef (2004) argued that psychological capital is known as a condition where employees are in good psychological condition and can provide the best performance.

The psychological capital known as combination concepts of hope, self-efficacy, resilience, and optimism (Luthan & Youssef, 2004). Psychological capital is an essential concept that needs to addressing. Efforts must be made on the part of recruiters to recruit candidates who have high psychological capital. Also, organizations must develop interventions and other training methods to develop and strengthen psychological capital for employees.

Researchers also suspect that the self-efficacy factor of psychological capital will also influence, where a person's belief (or self-confidence) regarding his ability to mobilize motivation and take the actions needed to achieve success in doing some task. So that employees who satisfied in the work environment will find the confidence to be able to focus on their goals and tasks. It affects self-acceptance in individuals, self-acceptance is one of the categories of psychological well-being dimensions on the employee well-being variable (Zheng, Zhu, Zhao, & Zhang, 2015). Self-acceptance is a positive behavior by knowing and accepting good and bad qualities aspects of the self, as well as a positive outlook on life in the past (Ryff & Singer, 2008)

Employee well-being interpreted as the employees' psychological health and quality of life at work which includes job satisfaction and emotional exhaustion (Siegrist, Wahrendorf, Knesebeck, Jürges, and Börsch-Supan, 2006; Vanhala and Tuomi, 2006). Zheng, Zhu, Zhao, dan Zhang (2015) argues that employee well-being is not only related to employees' life

satisfaction or what they perceptions and feelings about work but also inseparable from psychological experiences and levels of satisfaction at work and the personal lives. Qualityoflife has a comprehensive concept related to physical, psychological, level of independence, and the relationship of individuals with the environment (Theofilou, 2013; Post, 2014).

The dimensions of the employee well-being is workplace well-being, psychological well-being, and life well-being (Zheng, Zhu, Zhao, & Zhang, 2015). Employee well-being is an important issue for several reasons (Page & Vella-Brodrick, 2009). Individual experiences at work, personal emotions or emotions in the social environment affect the individual when working (Kelly & Barsade, 2001; Fischer, Manstead, & Zaalberg, 2003; Collins, 2007; Goponath, 2011; Jeung, Kim, & Chang, 2018; Hökkä, Vähäsantanen, & Paloniemi, 2020). The concept of work welfare includes a variety of life satisfaction (non-work) enjoyed by individuals, job satisfaction with work-related, and general health. Avey, Luthans, Smith, & Palmer (2010) argued that employees' psychological capital has a positive impact on psychological climate.

In a study which has already conducted by Yekty (2006) states that in the way company to improve their performance of its employees with the presence of psychological climate and psychological capital which is considered very important to pay attention and the company must be able to work on it, so that the company's goals are achieved. The employees who have a good psychological condition will feel comfortable when complete the task, therefore in order to create a good psychological climate and psychological capital of many employees who have different characters so that one goal with the company it is necessary to know the factors which can make that happen, where the outline of the conditions of the workplace can support the creation of it (Wardani & Anwar, 2019). The previous research has been conducted by Qadeer and Jaffery (2014), the study found a positive correlation between psychological capital and psychological climate.

So it can be concluded that from the problems that have been explained, psychological capital and employee well-being are one of the factors of psychological climate, but psychological climate itself turns out to be one of the factors of employee well-being, namely

self -acceptance. Based on the explanation above, the researchers suspect that there is another variable between psychological capital and psychological climate that plays a role as a mediator, namely employee well-being. With hope, if psychological capital passes employee well-being, the psychological climate will be getting higher. This study attempts to examine whether employee well-being act as a mediator in the relationship between psychological capital and psychological climate, especially among hospitality employees.

## **Method**

### *Respondent*

This research conducted on 378 respondents who were hospitality employees. The researcher request to the respondent for the participation and asks permission to use the data for analyze. The data collect by hard copy and Google form. The sampling technique used is cluster sampling, where the population is divided based on work division representatives, then randomly taken from division members to be respondents.

### *Instruments*

Data collection methods in this study by distributing questionnaires to subjects both directly and using Google form. This study uses three measuring instruments used, namely, Psychological Climate Questionnaire, Implicit psychological capital questionnaire, and Employee Well-being Scale. These three instruments have already tested for validity, in this study a back-forward translate process for language adaptation and expert judgment as content validity was carried out before the instruments ready to be used.

Psychological Climate Questionnaire, adapted from Brown and Leigh, (1996) consisting of 21 items. The Psychological Climate Questionnaire includes six dimensions of psychological climate namely, management support consist 4 items, role clarity consist 3 items, contribution consist 4 items, recognition consist 2 items, self-expression consist 3 items, and challenge consist 2 items. Reliability coefficients for the dimensions of psychological climate measurement were as follows: .888 for management support dimension, .887 for role clarity

dimension, .884 for contribution dimension, .892 for recognition dimension, .896 for self-expression dimension, and .892 for challenge dimension.

Implicit psychological capital questionnaire (IPCQ) which adapted from Harm and Luthan (2018) consist of 24 items with three themes, each themes had 8 items. The IPCQ included four dimensions of employee well-being or familiar as HERO namely, Hope consist 3 items, Efficacy consist 3 items, Resiliency consist 3 items, and Optimism consist 3 items. The questionnaire used Likert scale and scoring system Strongly Disagree – Strongly Agree (1 to 5). Reliability coefficients for the dimensions of psychological capital measurement were as follows: .891 for self-efficacy dimension, .890 for hope dimension, .891 for resiliency dimension, and .889 for optimism dimension.

Employee Well-being Scale which adapted from Zheng, Zhu, Zhao, & Zhang (2015) consist of 19 items based on. The employee well-being questionnaire included three dimensions of employee well-being namely, life well-being consist 5 items, workplace well-being consist 6 items, and psychological well-being consist 7 items. The questionnaire used Likert scale and scoring system Strongly Disagree – Strongly Agree (1 to 5). Reliability coefficients for the dimensions of employee well-being measurement were as follows: .890 for the life well-being dimension, .881 for workplace well-being, and .882 for psychological well-being dimension.

## Result

In this study, 378 respondents participated consist of 170 (45%) female respondents, and 208 (55%) male respondents, there were 312 (82.5%) aged 18-30 years, 65 (17.2%) aged 31-60 years, and 1 (0.3%) aged over 60 years.

Based on the level of education 378 respondents found 271 graduates from vocational high school (71.7%), 74 graduates from diploma (19.6%), 33 graduates from bachelor (8.7%). then, there were 344 persons (91%) who have worked < 5 years, 30 persons (7.9%) in group 6-10 years, and 4 persons (1.1%) who have worked > 10 years of service. Furthermore, 226 persons (59.8%) with a single status, and 152 persons (40.2%) with married status.

Descriptive analysis was conducted to present the scores and see the trends of the respondents in this study, distribution score of respondent's were categorized based on hypothetical. Based on result, the hypothetical of employee well-being showed SD = 12.66; Xmax = 95; Xmin = 19; and mean = 57. The result show that 1(.3%) respondent in low category, 83 ( 22%) respondents in average category, and 294 (77.8%) respondents in high category. The hypothetical scores indicate that employee well-being of respondents are high.

While, the hypothetical of psychological capital showed SD = 1.33; Xmax = 60; Xmin = 12; and mean = 36. The result show thatno one respondent in low category, 164 (43.4%) respondents in average category, and 214 (56.6%) respondents in high category. The hypothetical scores indicate that psychological capital of respondents are high.

Then in this study, a correlation matrix analysis was performed to test which dimensionhaspowerful correlation in this study. The correlation test used the Pearson correlation in the following table 8.

Table 8  
Matrix Correlations

	1	2	3	4	5	6	7	8	9	10	11	12	13
1.EWB_LW	1												
2.EWB_WW	.637**	1											
3.EWB_PW	.551**	.684**	1										
4.Psycap_Efficacy	.304**	.442**	.477**	1									
5.Psycap_Hope	.337**	.446**	.464**	.697**	1								
6.Psycap_Resiliency	.360**	.428**	.481**	.387**	.584**	1							
7.Psycap_Optimism	.359**	.442**	.523**	.573**	.752**	.681**	1						
8.PC_MS	.486**	.492**	.453**	.339**	.304**	.309**	.352**	1					
9.PC_RC	.419**	.576**	.529**	.375**	.444**	.313**	.322**	.502**	1				
10.PC_CT	.416**	.587**	.611**	.471**	.445**	.367**	.419**	.495**	.624**	1			
11.PC_Recognition	.305**	.383**	.298**	.276**	.247**	.173**	.220**	.623**	.602**	.574**	1		
12.PC_SE	.346**	.330**	.354**	.249**	.150**	.315**	.298**	.495**	.215**	.279**	.234**	1	
13.PC_Challenge	.294**	.508**	.539**	.420**	.442**	.372**	.477**	.347**	.516**	.524**	.326**	.229**	1

Remarks : \*. Correlationissignificantatthe .05 level (2-tailed);  
\*\*. Correlationissignificantatthe .001 level (2-tailed).

Pearson's correlation test results between dimensions in the table 8 show that the correlation between dimension contribution and psychological well-being is the highest, with  $R = .611$  ( $p < .001$ ). Based on the results, if employee's has a good psychological well-being will foster a high contribution to the company. The table 8 also show the optimism dimension has a positive correlation with the psychological well-being dimension ( $R = .523$ ;  $p < .001$ ). These results indicate that employees who are optimistic about their work will have a good psychological well-being too, vice versa.

Furthermore, mediation regression analysis PROCESSv 3.0 by Hayes was conducting to find out whether the employee well-being has a role as a mediator in the relationship between psychological capital (X1) and psychological climate (Y). Below are the results of the mediation regression analysis summarized in table 9.

Table 9  
*The Result of Mediation Analysis*

Antecedent		Consequent							
		M (EWB)				PC			
	t	Coeff.	se	p		Coeff.	se	p	
X (Psycap)	A	119.490	.8102	.0678	<.001	$c'$	.3236	.0817	<.001
M (EWB)		-----	-----	-----	-----	$b$	.6834	.0534	<.001
Constant	$i_M$		346.640	34.474	<.001	$i_Y$	107.499	38.966	<.001
			$R^2 = .3373$				$R^2 = .5053$		
			$F(1,376) = 142.7779$ ; $p < .001$				$F(2,375) = 162,7324$ ; $p < .001$		

The figure below show the direct relationship ( $c'$ ) between psychological capital and employee well-being is .3236 ( $R = .5324$ ;  $R^2 = .2835$ ;  $P < .001$ ) which means psychological capital influences employee well-being by 28.35%. The results indicate that employee with high psychological capital would have high employee well-being as well, and vice versa.



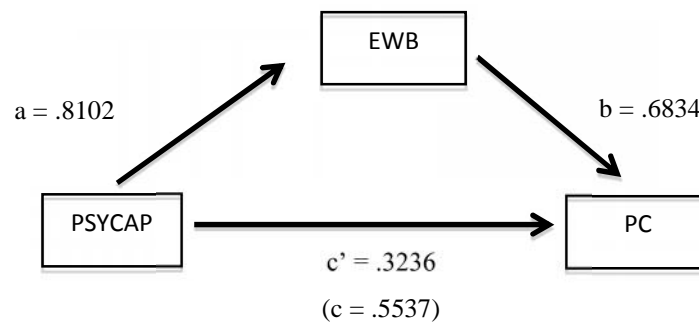


Figure 1. Mediation Model

Moreover, the figure above also shows that the employee well-being have a role as a mediator partially. The direct effect ( $c'$ ) between the two variables is .3236 and the effect will increase if the psychological capital passes the employee well-being before heading towards psychological climate with indirect effect ( $c$ ) value of .5537 (Boot LLCI = .4358; Boot ULCI = .6847). Furthermore, psychological capital in this study also has a positive relationship with employee well-being, indicate by path a with the value .8102 ( $R = .5808$ ;  $R^2 = .3373$ ;  $P < .001$ ). Which means, employee well-being 33% influenced by psychological capital. These results indicate that employee with a good psychological capital would have a good employee well-being as well, and vice versa. Hereinafter, the direct effect between employee well-being and psychological climate is also a positive relationship, indicate by path b with the value .6834 ( $R = .7108$ ;  $R^2 = .5053$ ;  $P < .001$ ) which means the results indicate that the psychological climate 50% influenced by employee well-being. The results designate that someone with a high employee well-being would have a psychological climate as well, and vice versa. Therefore, this study indicate that the three variables have a positive effect between variables, which is known that if the score of one variable is high, it will make the score of the other variables also higher, and vice versa if the score of one variable is low, it will make the score of the variable others also become low.

Furthermore, based on the one way Anova analysis found that there is a different employee well-being based on age with mean square 474.225 and  $F(2,375) = 7.893$  ( $P < .001$ ). Based on Post-hoc test there is a different employee well-being between age 18-30 years and 31- 60

years (mean difference = 3.35769;  $t = 3.177$ ;  $p < .05$ ). While, the result in this study show that there is different psychological climate based on age with mean square 682.579 and  $F(2,375) = 8.153$  ( $p < .001$ ). Based on Post-hoc test there is a different psychological climate between age 18-30 years and 31- 60 years (mean difference = 4.37372;  $t = 3.506$ ;  $p < .05$ ). Hereinafter, this study also show there is a different psychological climate based on gender with mean difference 188.552 ( $t = 1.964$ ;  $p < .05$ ). This result indicates that men and women have a different psychological climate.

### Discussion

The study found the correlation between psychological capital and psychological climate, but the correlation will be higher if psychological capital passes the employee well-being before heading towards psychological climate. This study indicate that employee well-being as a partial mediator between psychological capital and psychological climate. The result of the study consistent with previous research in which employee well-being as mediator, the research conducted by Menard and Brunet (2010) found the role of employee well-being as a mediator between authenticity and well-being in the workplace.

Moreover, this study also shows the positive correlation between psychological capital and psychological climate. This study found one of the factors that influence a person's psychological climate is psychological capital. Psychological capital is one form of positive assessment of a person's ability to solve problems at work. The assessment is usually done through self-assessment of one's current position on four dimensions of character namely, (1) self-efficacy, beliefs about one's ability to carry out certain tasks in a given (Bandura, 1977); (2) resilience, this dimension is the ability to deal with any pressure adaptively, quickly, and effective. (3) Optimism as Luthans, Youssef, & Avolio (2007) opinion optimism is often related to cognitive processing of expectations by positive attributions about present and future success. (4) hope is a series of cognitions and the expectation of positive results based on success.

This also happens if there is support from the company itself which is already good enough in seeking a pleasant and psychologically comfortable work environment, there is support from management, flexibility, role clarity and freedom of expression for employees which will ultimately have a positive impact. According to Aryansah and Kusumaputri (2013) there is a positive relationship between organizational climate and employee quality of work-life.

Furthermore, based on dimensions matrix correlation contribution has a positive correlation with psychological well-being dimension. It can occur because an employee with a good psychological well-being will foster a high contribution to the company, if an employee has a contribution at work, this shows that the employee has positive feelings towards contribution in the form role clarity and recognition (Brown and Leigh, 1996), which will cause these workers to have positive thoughts about their work. Based on the result, if employee's has a good psychological well-being will foster a high contribution to the company.

The explanation above if related to the current conditions is very important where employees are the key to the success of the company, of course it is a very important thing to consider by the company to be able to compete with other companies, one of the most important things is to be able to maintain the condition of employees in the best, so it can provide results in accordance with what is goals of the company and there for psychological factors will be very important in the way to realize these targets. Based on Wardani and Anwar (2019) argued that psychological capital has a role to increase the employee engagement an also as dynamic role to handle work demand efficiently and favorable conditions in workplace.

Moreover, the study show there is a different psychological climate between men and women, this is due to Indonesian culture where majority men play the role as leader in the family and men are also required to make a living for their families, while women are not required (Kreager & Schröder-Butterfill, 2014). The culture is one of the causes of the psychological climate of men is higher than women. To categorize age in this study researchers used the theory of Havighurst, who categorized early adulthood 31-60 years and

then adults >60 years. Then a different test based on ANOVA which is found at the age group 18-30 years has a significant difference with age group 31-60 and age group >60. The differences is found in the employee well-being and psychological climate between group age 18-30 and age group 31-60.

Some factors of psychological climate have to do with gender and age, especially early adults and mid adults where at that time a person will start pursuing a clear role in his career so that he will see whether his current workplace can increase the competence within him and whether his current workplace can increase the competence within him and whether the place of work now can meet his expectations so that if both of these things can be fulfilled then the value of one's role clarity will increase. And of course it can also improve one's psychological climate towards the place of work.

Age and gender as demographic factors influenced the psychological climate in this study. According to Schaufeli (cited in Bakker and Demerouti, 2008) several things that can affect a person's psychological climate are age and gender. In this study to categorize gender using Santrock's theory (Santrock, 2018), which suggests the different term between gender and sex. The term gender will be associated with the socio-cultural dimension of a man and woman, whilst sex is more biological of a man and woman (Santrock, 2018).

Other demographic factors that also play a role in influencing a person's psychological climate are management support, where such support is in the form of salary, rank, job enrichment, and the influence of organizational policies will certainly have different impacts from one individual to another because each individual has management support is different at each level, support and work demands it self can affect work pressure, emotions, mental stress and physical condition of a person (Bakker and Demerouti, 2007) so the higher management support and demands on someone, it will greatly affect the psychological climate. That is why companies should maintain good working conditions although work demands increase and the level of the psychological climate of their employees still good and stable.

## Conclusion

Based on the results of this research, it concluded that employee well-being found as a partial mediator in the correlation between psychological capital and psychological climate. This seen from the increasing a person's psychological climate if psychological capital passes employee well-being first. The company should create comfortable working conditions for employees to increase employee well-being and psychological capital to increase the psychological climate of the employees, the company should provide welfare to employees based on the fairness and worthiness as regulations and laws for Labor has already set by the government to reduce and prevent high turnover rates, and stress in the workplace. And companies can create programs to motivate employee passion, discipline, and employee productivity, reduce absenteeism, to increase employee loyalty, create a good and comfortable working environment to achieve company goals. This study is still many limitations in several ways, including validity and reliability test. The instrument needs improving because of the difference culture, policies and rules in every company that might affect the condition of employees. In addition, the position to fill the instrument also needs to adjust because there are number of questions items in scale that may be difficult to understand. Respondents in this study consist of one company; therefore it would better for further researcher to be able to develop the research area for generalized and correlate to other variables such as work engagement, quality of work-life, and psychological empowerment.

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