

The Effect of psychological well-being (PWB) on Job Satisfaction: The Mediating Role of work engagement (WE) and the Moderating Role of perceived organizational support (POS)

¹ Didik Hariyono, ² Muryati, ³ Survival, ⁴ Aji Suraji, ⁵ Nasharuddin Mas

^{1,2,3,4,5} Master of Management Graduate Program, Universitas Widya Gama Malang, Indonesia

Email: didik2rslav@gmail.com, muryati@widyagama.ac.id, survivaluwg@gmail.com,

ajisuraji@widyagama.ac.id, nasharudinmas@widyagama.ac.id

Corresponding Author: didik2rslav@gmail.com

Article Information

Keywords:
psychological well-being (PWB), job satisfaction, work engagement (WE), perceived organizational support (POS)

ABSTRACT

This study aims to investigate the role of work engagement (WE) as a mediating variable and perceived organizational support (POS) as a moderating variable in the relationship between psychological well-being (PWB) and job satisfaction among hospital employees. Drawing on the Job Demands-Resources (JD-R) Model and Social Exchange Theory (SET), this cross-sectional quantitative study sampled 124 employees of Lavalette Hospital, Malang City, using proportional stratified random sampling. Questionnaire data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The empirical findings indicate that psychological well-being (PWB) acts as a distal personal resource that requires work engagement (WE) as its primary pathway to job satisfaction, thereby confirming a full mediation mechanism. Meanwhile, perceived organizational support (POS) acts as a job resource that has a significant direct effect on job satisfaction but does not appear to strengthen or weaken the effect of psychological well-being (PWB) on job satisfaction. The findings recommend that managerial interventions be implemented simultaneously but separately through work role enrichment to enhance work engagement (WE) and the provision of flexible organizational support to foster employee resilience and job satisfaction.

Article Information

Kata Kunci:
Psychological Well-Being; Kepuasan Kerja; Work Engagement; Peran Dukungan Organisasi Yang Dirasakan.

ABSTRACT

Penelitian ini bertujuan untuk menginvestigasi peran work engagement sebagai variabel penyela dan perceived organizational support sebagai variabel pemoderasi dalam hubungan antara psychological well-being dan kepuasan kerja pegawai rumah sakit. Menggunakan kerangka Job Demands-Resources (JD-R) Model dan Social Exchange Theory (SET), riset kuantitatif cross-sectional ini mengambil sampel sebanyak 124 pegawai Rumah Sakit Lavalette Kota Malang melalui teknik proportional stratified random sampling. Pengumpulan data kuesioner dianalisis menggunakan Partial Least Squares Structural Equation Modeling (PLS-SEM). Temuan empiris menunjukkan bahwa psychological well-being bertindak sebagai sumber daya personal distal yang membutuhkan work engagement sebagai penyalur utama untuk mewujudkan kepuasan kerja, sehingga mengonfirmasi adanya mekanisme full mediation. Sementara itu, perceived organizational support bertindak sebagai sumber daya pekerjaan yang memberikan dampak langsung secara signifikan terhadap kepuasan kerja, tetapi tidak terbukti memperkuat maupun memperlemah pengaruh psychological well-being terhadap kepuasan kerja. Implikasi penelitian ini merekomendasikan agar intervensi manajerial difokuskan secara simultan namun terpisah, yaitu melalui pengayaan peran kerja untuk mendorong keterikatan kerja serta pemenuhan dukungan organisasi yang fleksibel demi terciptanya resiliensi dan kepuasan kerja pegawai.

Article History

Received : 31/07/2026
Revised : 12/08/2026
Accepted : 21/08/2026

✉ Corresponding author: (1) Didik Hariyono, (2) Master of Management Graduate Program (3) Universitas Widya Gama Malang, Indonesia, (4) Malang, Indonesia, (5) Email: didik2rslav@gmail.com

1. Introduction

Amid the pressures of 21st-century dynamics characterized by *volatility, uncertainty, complexity, and ambiguity* (VUCA), the health sector has become a work ecosystem particularly vulnerable to the erosion of human capital. The Resource-Based View (RBV) emphasizes that hospitals' institutional resilience depends heavily on their capacity to retain a psychologically healthy and emotionally engaged workforce (Barney, 1991; Wright et al., 2001; Dessler, 2024), as failures in managing human capital directly affect patient safety risks (Krisnawati et al., 2019). In this context, Lavalette Hospital, Malang City, faces a critical empirical reality. Results from periodic internal screening indicate that a substantial proportion of healthcare workers exhibit signs of mental health challenges, reflecting conditions consistent with the warning issued by WHO & ILO (2022) regarding the considerable emotional burden borne by healthcare workers worldwide. These psychological conditions are reflected in fluctuations and a downward trend in employee job satisfaction, particularly in perceptions of workload appropriateness, compensation fairness, and career certainty, despite employees' strong affective attachment to the institution.

Theoretically, job satisfaction constitutes a cognitive and affective evaluation that serves as a barometer of an organization's internal health (Locke, 1976; Robbins & Judge, 2024) and a key driver of healthcare service quality (Syafitri et al., 2020; Faridah et al., 2022). To address the erosion of job satisfaction, psychological well-being (PWB) serves as a vital personal resource

grounded in the eudaimonic *framework* (Ryff, 1995) and Conservation of Resources Theory (Hobfoll, 1989) that can buffer work stressors (Amri et al., 2022). However, the mechanism through which PWB affects job satisfaction is not *direct*; rather, it operates through work engagement (WE) as a form of energized psychological motivation (Schaufeli et al., 2002; Bakker & Demerouti, 2017). Furthermore, in accordance with Social Exchange Theory (SET) (Blau, 1964), the relationship between PWB and WE depends substantially on the extent to which employees perceive organizational support (POS) from management (Eisenberger et al., 1986; Liu et al., 2025).

The novelty of this study lies in conceptualizing perceived organizational support (POS) as a moderating variable, rather than merely a direct predictor as in most Indonesian literature, to *explain the boundary conditions* under which PWB, through WE, *strengthens job satisfaction*. A state-of-the-art review indicates that the integrated examination of PWB, WE, POS, and job satisfaction within a single full mediation framework, with POS tested as a moderator, remains unexplored in Indonesia's *healthcare service sector*. *This study* seeks to address these theoretical, empirical, and contextual gaps while responding to the practical need to address mental health issues among hospital employees. Based on *these arguments*, this study aims to examine "The Effect of *psychological well-being* (PWB) on Job Satisfaction Mediated by work engagement (WE) and the Role of perceived organizational support (POS) as a moderating variable (A Study of

Employees at Lavalette Hospital, Malang City).”

Theoretical Review

Psychological Well-Being (PWB)

Psychological well-being (PWB) is a multidimensional construct that refers to optimal psychological functioning and the realization of an individual’s true potential. This concept shifts psychology’s focus from the mere absence of mental *illness* (ill-being) toward an understanding of flourishing *individuals*.

Theoretically, psychological well-being (PWB) is firmly rooted in the eudaimonic tradition (Aristotle), which emphasizes “*functioning well*,” the realization of potential, and meaningful living. This differs fundamentally from the hedonic tradition, which gave rise to the concept of *subjective well-being* and focuses primarily on “feeling good” or *life satisfaction* (Ryff, 1989, 1995). In the high-pressure context of healthcare organizations, employees’ psychological well-being (PWB) is a crucial asset; healthy interactions between individuals and their work environment enable employees to remain resilient, contribute optimally, and maintain the quality of patient care without experiencing deterioration in mental health (Robbins & Judge, 2024).

Work Engagement

Work engagement (WE) represents a paradigmatic shift in industrial psychology toward positive psychology, which focuses on flourishing rather than pathological conditions. Kahn (1990) first conceptualized personal engagement as the physical, cognitive, and emotional investment of organizational members in their work roles. However, the definition that has become the gold

standard in *contemporary* empirical research was formulated by Schaufeli et al. (2002), who defined work engagement (WE) as “a positive, fulfilling, work-related state of mind characterized by vigor, dedication, and absorption.” *Work engagement (WE) is not a momentary emotion but rather a persistent and pervasive affective-cognitive state.*

The primary theoretical foundation of work engagement (WE) is the Job Demands-Resources (JD-R) Model (Bakker & Demerouti, 2017), which positions work engagement (WE) as the ultimate manifestation of the motivational process. Job resources (such as perceived organizational support (POS)) and personal resources (such as psychological well-being (PWB)) *promote work engagement (WE)* by fulfilling employees’ basic psychological needs. In addition, Affective Events Theory (AET) (Weiss & Cropanzano, 1996) offers the perspective that work engagement (WE), as a positive affective state, functions as a mechanism that translates resources into positive evaluations of work (job satisfaction).

Perceived Organizational Support (POS)

Perceived organizational support (POS) is defined as “employees’ global beliefs concerning the extent to which the organization values their contributions and cares about their well-being” (Eisenberger et al., 1986). Perceived organizational support (POS) is not an objective reflection of actual support but rather a subjective perception formed through the accumulation of employees’ interactions with organizational agents (such as supervisors and management).

Theoretically, perceived organizational support (POS) *is rooted in Social Exchange*

Theory (SET) (Blau, 1964) and Organizational Support Theory (OST) (Eisenberger & Stinglhamber, 2011). Organizational Support Theory explains that employees tend to engage in “organizational personification,” whereby they regard the actions of organizational agents as representations of the organization’s own intentions. When organizations provide fair and supportive treatment, employees interpret it as a signal of concern. In accordance with the *norm of reciprocity* in Social Exchange Theory (SET), this perception creates a felt obligation among employees to reciprocate through positive attitudes and behaviors that benefit the organization. Within the Job Demands-Resources (JD-R) Model framework, *perceived* organizational support (POS) is classified as a crucial job resource, and the meta-analysis by Rhoades and Eisenberger (2002) consistently confirms its strong positive relationship with various work outcomes.

Job Satisfaction

Job satisfaction is the most extensively studied *attitudinal* variable in the history of organizational behavior. Locke (1976) defined it as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences.” Robbins and Judge (2024) described it as “a positive feeling about a job resulting from an evaluation of its characteristics.” In the local context, Hasibuan (2007) defined it as “a pleasurable emotional state or general attitude toward the difference between the rewards received and those that should be received.” Essentially, job satisfaction reflects the extent to

which individuals’ expectations, needs, and values are fulfilled through their work.

Several theories explain the mechanisms underlying job satisfaction. Need Fulfillment Theory argues that satisfaction is determined by the fulfillment of individual needs. *Discrepancy* Theory (Locke, 1976) posits that satisfaction is a function of the gap between expectations and reality.

Equity Theory (Adams, 1963) emphasizes social comparison. *Two-Factor Theory* (Herzberg, 1959) distinguishes between hygiene factors and motivator factors. The Job Characteristics Model (Hackman and Oldham, 1976) focuses on job design as a source of intrinsic satisfaction. This study views job satisfaction through an integrative approach combining the JD-R Model, AET, and SET, in which job satisfaction is an outcome of motivational processes influenced by personal resources and job resources.

2. Methods

To examine the *role of work engagement* (WE) as a mediating variable and *perceived organizational support* (POS) as a moderating variable in the *relationship between* psychological well-being (PWB) and job satisfaction, this study employed an explanatory cross-sectional quantitative methodology. A sample of 124 hospital employees was selected from a population of 402 employees at Lavalette Hospital, Malang City, using *proportional stratified random* sampling, with a 7.5% margin of error according to the Slovin formula (Sugiyono, 2024).

Primary data were collected using a five-point

Likert-scale questionnaire, supported by a literature review and organizational documents as secondary data.

Empirical testing was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the SmartPLS 4 platform, beginning with assessments of the measurement model (outer loadings, AVE, Composite Reliability, ρ_A , Cronbach's Alpha, and HTMT) and the structural model (VIF, R^2 , f^2 , and PLSpredict). Finally, hypothesis testing was evaluated using a bootstrapping approach with 5,000 resampling iterations at a 5% significance level.

The hypothesis acceptance criteria in this study referred to a t-statistic threshold exceeding 1.96 and a p-value below 0.05 (Hair et al., 2022). The formative nature of the relationships among variables in the path diagram enabled the researchers to validate various causal interactions among constructs derived from prior theoretical models. A comprehensive visualization of this study's structural model is presented below:

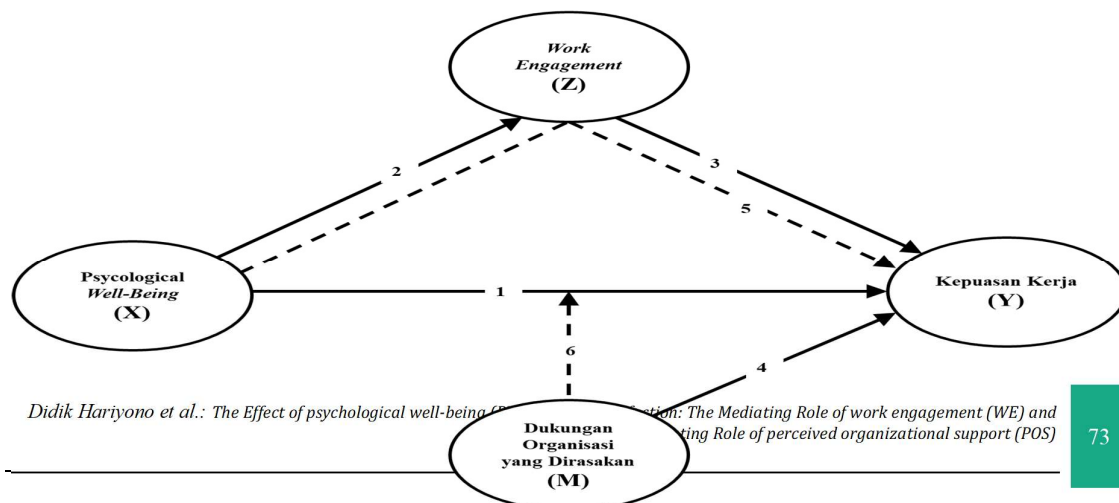
Figure 1. Conceptual Model

Source: Developed by the researchers (2025) based on the JD-R Model framework (Bakker & Demerouti, 2017) and SET (Blau, 1964).

Based on the conceptual framework and the theoretical and empirical justifications outlined in detail in the preceding subsection, the following research hypotheses were formulated:

H1: Psychological well-being (PWB) has a positive and significant effect on job satisfaction among hospital employees at Lavalette Hospital, Malang City.

H2: Psychological well-being (PWB) has a positive and significant effect on work engagement (WE) among hospital employees at Lavalette Hospital, Malang City.



H3: Work engagement (WE) has a positive and significant effect on job satisfaction among employees of Lavalette Hospital, Malang City.

H4: Perceived organizational support (POS) has a positive and significant effect on job satisfaction among employees of Lavalette Hospital, Malang City.

H5: Work engagement (WE) significantly mediates the effect of psychological well-being (PWB) on job satisfaction among employees of Lavalette Hospital, Malang City.

H6: Perceived organizational support (POS) significantly moderates the effect of psychological well-being (PWB) on job satisfaction among employees of Lavalette Hospital, Malang City.

3. Results and Discussion

Respondent Characteristics

This section provides a general description of the characteristics of the study respondents relevant to the analysis. The data are presented to provide context for the study results, enabling the findings to be comprehensively understood and interpreted based on the respondents' main characteristics.

Table 1. Respondent Characteristics

Description	Frequency	Percentage (%)
Gender		

Description	Frequency	Percentage (%)
Male	45	36,3
Female	79	63,7
Total	124	100,0
Age		
< 30 years	16	12,9
30–40 years	85	68,5
41–50 years	23	18,5
Total	124	100,0
Education		
Diploma (D1/D2/D3)	24	19,4
Postgraduate (S2/S3)	3	2,4
Bachelor's degree (S1/D4)	92	74,2
High school/equivalent	5	4,0
Total	124	100,0
Employment Status		
Fixed-Term Employee (PWT)	31	25,0
Indefinite-Term Employee (PWTT)	93	75,0
Total	124	100,0
Length of Service		
>10 years	47	37,9
1–5 years	16	12,9
6–10 years	61	49,2
Total	124	100,0
Work Division/Department		
Business Support	37	29,8
Operations	87	70,2
Total	124	100,0

Source: Processed data (2026)

Table 1 shows that the study respondents were predominantly women (63.7%), aged 30–40 years (68.5%), held a bachelor's degree (S1/D4) (74.2%), were Indefinite-Term Employees (PWTT) (75.0%), had worked for > 10 years (37.9%), and were primarily employed in the Operations division/department (70.2%).

This composition indicates that most respondents were permanent employees with high educational attainment in the productive age group; thus, they were considered to have adequate work experience and understanding to assess the variables examined.

Inferential Statistical Analysis (PLS)

The reliability of indicators in accurately evaluating their latent constructs was assessed through *internal consistency reliability*. In this assessment, the instruments generally considered reliable were *evaluated using composite reliability and Cronbach's alpha*.

Table 2. Cronbach's Alpha and Composite Reliability

Variable	Cronbach's alpha	Composite reliability (rho _a)
psychological well-being (PWB) (X)	0.893	0.898
work engagement (WE) (Z)	0.849	0.870
perceived organizational support (POS) (M)	0.952	0.953
job satisfaction (Y)	0.919	0.922

Source: Processed data (2026)

Source: Processed data (2026)

The reliability test results presented in Table 2 indicate that all study variables exhibited very strong internal consistency. This was evidenced by Cronbach's alpha coefficients exceeding the minimum threshold of 0.70: psychological well-being (PWB) (0.893), work engagement (WE) (0.849), perceived organizational support (POS) (0.952), and job satisfaction (0.919). Measurement accuracy was further supported by the composite reliability values for each construct—psychological well-being (PWB) (0.898), work engagement (WE) (0.849), perceived organizational support (POS) (0.953), and job satisfaction (0.922)—which consistently exceeded the 0.60 threshold. Thus, all statistically tested indicators demonstrated adequate reliability to represent the measured latent constructs.

Convergent validity is based on the principle that correlations among indicators measuring a construct must be high to demonstrate measurement

consistency. The convergent validity of constructs with reflective indicators was evaluated using Average Variance Extracted (AVE).

Table 3. Average Variance Extracted (AVE)

Variable	Average variance extracted (AVE)
psychological well-being (PWB) (X)	0.510
work engagement (WE) (Z)	0.531
perceived organizational support (POS) (M)	0.723
job satisfaction (Y)	0.530

Source: Processed data (2026)

Based on the data in Table 3, the Average Variance Extracted (AVE) values for perceived organizational support (POS) (0.723), work engagement (WE) (0.531), job satisfaction (0.530), and psychological well-being (PWB) (0.510) consistently exceeded the 0.50 threshold. This indicates that each latent construct was able to explain 50% or more of the variance in its respective indicators.

Table 4. Coefficient of Determination

Endogenous Variable	Values	
	R Square	Adjusted R Square
<i>work engagement</i> (WE) (Z)	0,375	0,370
Job Satisfaction (Y)	0,667	0,656

Source: processed data 92026)

The model's explanatory power is indicated by aRn *R-square* value of 37,5% for *work engagement* (WE), which was influenced by *psychological well-being* (PWB). The variability in job satisfaction was explained by up to 66,7% () $R^2 = 0,667$ through the combined effects of *psychological well-being* (PWB), *work engagement* (WE), and perceived organizational support (POS). Based on the evaluation criteria of Chin (1998) and Hair et al. (2022), these values fall within the substantial category. This confirms that the constructed structural model was effective and valid for mapping the job satisfaction of Lavalette Hospital employees through the interaction of individual psychological factors and organizational environmental reinforcement.

Table 5. Hypothesis Testing Results

Hypothesis	Relationships Among Variables	T-statistic	p-value
H1	<i>psychological well-being</i> (PWB) (X) -> job satisfaction (Y)	1.871	0.061
H2	<i>psychological well-being</i> (PWB) (X) -> <i>work engagement</i> (WE) (Z)	11.056	0.000

H3	<i>work engagement</i> (WE) (Z) -> job satisfaction (Y)	3.847	0.000
H4	perceived organizational support (POS) (M) -> job satisfaction (Y)	6.168	0.000
H5	<i>psychological well-being</i> (PWB) (X) -> <i>work engagement</i> (WE) (Z) -> job satisfaction (Y)	3.460	0.001
H6	perceived organizational support (POS) (M) x <i>psychological well-being</i> (PWB) (X) -> job satisfaction (Y)	0.561	0.575

Source: Processed data (2026)

Discussion

The Effect of Psychological Well-Being on Job Satisfaction

Field data from Lavalette Hospital indicated that *psychological well-being* (PWB) did not directly affect employees' job satisfaction. This finding indicates full mediation, in which PWB functions as a distal personal resource that requires work engagement (WE) as an *operational* bridge to foster positive work attitudes. This orientation is consistent with Amri et al. (2022), who stated that personal resources in the form of mental well-being require motivational encouragement and task engagement to be translated into organizational outcomes. Therefore, within the healthcare service ecosystem, the mental stability of hospital employees does not necessarily guarantee job satisfaction without optimal levels of

active engagement in daily operational activities. Conceptually, Ryff (1989) explained that PWB is oriented toward the internal-existential domain; therefore, its impact on affective perceptions such as satisfaction requires an activating mechanism in the form of active engagement. This view is *consistent with Self-Determination Theory (Deci & Ryan, 2000) and Positive Organizational Behavior (Luthans, 2002)*, which emphasize that positive psychological potential must be actualized through meaningful organizational activities. As emphasized by Hair et al. (2022), the absence of a direct relationship alongside the presence of a *substantial* mediating path highlights the central role of work engagement (WE) in translating positive energy into job satisfaction.

The Effect of Psychological Well-Being on Work Engagement

Empirical evidence indicated that *psychological well-being (PWB)* substantially contributes to *increases in* employees' work engagement (WE). This premise is consistent with the conclusion of Pashiera & Budiono (2023), who emphasized the crucial role of mental well-being in enhancing employee work engagement (WE). A conducive psychological state *encourages* employees to *experience* greater vigor, *professional* dedication, and absorption, which, in turn, facilitates the achievement of optimal performance. *Through the lens of* Broaden-and-Build Theory (Fredrickson, 2001), psychological well-being and positive affect have been shown to broaden cognitive perspectives and continuously *strengthen* personal capacities. From the perspective of the Job *Demands-Resources* (JD-R) Model (Bakker & Demerouti, 2008), PWB serves as a personal resource that activates internal motivational mechanisms. Consequently, individuals

with strong environmental mastery and a clear sense of purpose perceive themselves as more *capable* of responding to task pressures, and this is reflected in vigor and high dedication (Schaufeli & Bakker, 2008; Ryff, 1989).

The Effect of Work Engagement on Job Satisfaction

Employees' job satisfaction was statistically shown to be optimally enhanced through *stronger work* engagement (WE). This finding reinforces the scholarly conclusions presented by Prayugo et al. (2021), Utari & Mustaqim (2022), and Wandra & Heliyani (2025), which affirm the position of work engagement (WE) as a crucial determinant of positive evaluations of work. According to Schaufeli et al. (2002), high levels of work energy and enthusiasm shift employees' perceptions of task demands from pressures to opportunities for achievement. Within *Self-Determination Theory* (Deci & Ryan, 2000), this engagement stimulates internal motivation as basic needs for work autonomy and enhanced competence are fulfilled. As a result, individuals who are deeply engaged with their organization view daily work dynamics more positively because they are able to find meaning in their roles and psychological well-being in their careers.

The Effect of Perceived Organizational Support on Job Satisfaction

The empirical evaluation confirmed that *high perceived organizational support (POS)* significantly strengthened employees' job satisfaction. These results reinforce the premise advanced by Rhoades & Eisenberger (2002) and are consistent with Social Exchange Theory (SET), which proposes that when employees perceive tangible concern and appreciation from their organization, psychological reciprocity

motivates them to respond *through constructive work* commitment. From the perspective of the Job Demands-Resources (JD-R) Model (Bakker & Demerouti, 2008), POS serves as an external job resource that ensures employees' socioemotional stability. This *relationship* operates through a main-effect mechanism, indicating that management attention can directly satisfy employees' psychological needs without requiring other internal determinants as mediating variables.

The Effect of Psychological Well-Being on Job Satisfaction Mediated by Work Engagement

The empirical findings indicate that work engagement (*WE*) provides full mediation in the relationship between psychological *well-being* (*PWB*) and hospital employees' job satisfaction. This phenomenon reinforces earlier empirical evidence from Utari & Mustaqim (2022) and Sánchez-Gómez et al. (2024), underscoring that psychological capacity does not automatically foster job satisfaction without strong work engagement. Within the Job Demands-Resources (*JD-R*) Model framework (Bakker & Demerouti, 2008), healthy psychological conditions *function as a* personal resource that drives individual motivational processes, culminating in positive evaluations of work. According to the criteria for establishing mediation (Baron & Kenny, 1986; Hair et al., 2022), the complete disappearance of the direct effect indicates that the work engagement pathway is the sole and highly critical driver in organizational behavior modeling.

The Effect of Psychological Well-Being on Job Satisfaction Moderated by Perceived Organizational Support

Based on the statistical test results, perceived organizational support (POS) was not shown to

mitigate or strengthen the relationship between psychological well-being (*PWB*) and job *satisfaction*; rather, it was more consistent with classification as a predictor moderator or an independent explanatory *variable* (Sharma et al., 1981). This dynamic reflects a dual-path phenomenon, in which the $\rightarrow$ *internal* $p \rightarrow$ pathway is driven by intrinsic factors (*PWB* $\rightarrow$ work engagement $\rightarrow$ job satisfaction), $\rightarrow$ whereas the external pathway is driven by reciprocal relationships (*POS* $\rightarrow$ job satisfaction). Within the frameworks of Ryff (1989) and SDT (Deci & Ryan, 2000), mature psychological resources foster autonomous empowerment and strong self-efficacy; therefore, their effect on job satisfaction does not require stimulation or moderation from workplace environmental support. As emphasized by Bakker & Demerouti (2008) and Hair et al. (2022), *the absence* of an *interaction* effect between personal resources and job resources indicates that management interventions should focus on strengthening each resource proportionally and separately.

Conclusion

This study documents that psychological well-being (*PWB*) *did not directly* lead to increased job satisfaction among Lavalette Hospital employees. The transmission of *PWB's* positive value to job satisfaction was fully mediated by *work engagement* (*WE*).

This condition underscores that personal psychological resources require a tangible context of task engagement to foster positive evaluations of work. Meanwhile, perceived organizational support (*POS*) *empirically* served as a direct driver of increased job satisfaction but failed to function as a moderating variable in the relationship between *PWB* and job satisfaction.

This finding suggests that employees' internal psychological dimensions operate through an autonomous process that is unaffected by conditional

factors in the organizational environment. Based on these evaluation results, hospital management is recommended to simultaneously implement mental health management programs to maintain work engagement and reformulate organizational support policies to prioritize flexibility.

This study was limited to a single setting, which restricts the generalizability of the findings. Future researchers are encouraged to validate the robustness of *this model* through cross-institutional (multicenter) research, use in-depth qualitative analysis to elucidate the observed phenomenon, or integrate personal attributes such as emotional intelligence as alternative moderating variables.

References

- [1]. Adams, J. S. (1963). Towards an understanding of inequity. *Journal of Abnormal and Social Psychology*, 67(5), 422–436. <https://doi.org/10.1037/h0040968>
- [2]. Amri, A. R., Ribhan, R., & Ahadiat, A. (2022). *The Influence of Job Satisfaction and Psychological Well-Being on Turnover on Hospital Employees*. Syntax Literate: Jurnal Ilmiah Indonesia, 7(2). <https://doi.org/10.36418/syntax-literate.v7i2.6332>
- [3]. Bakker, A. B., & Demerouti, E. (2017). Job demands–resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273–285. <https://doi.org/10.1037/ocp0000056>
- [4]. Bakker, A. B., & Demerouti, E. (2008). Towards a model of work engagement. *Career Development International*, 13(3), 209–223. <https://doi.org/10.1108/13620430810870476>
- [5]. Barney, J. B. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99–120. <https://doi.org/10.1177/01492063910170010>
- [6]. Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173–1182. <https://doi.org/10.1037/0022-3514.51.6.1173>
- [7]. Chin, W. W. (1998). The partial least squares approach to structural equation modeling. In G. A. Marcoulides (Ed.), *Modern methods for business research* (pp. 295–336). Lawrence Erlbaum Associates.
- [8]. Deci, E. L., & Ryan, R. M. (2000). The "what" and "why" of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry*, 11(4), 227–268. https://doi.org/10.1207/S15327965PLI1104_01
- [9]. Dessler, G. (2024). *Human resource management* (17th ed.). Pearson.
- [10]. Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71(3), 500–507. <https://doi.org/10.1037/0021-9010.71.3.500>
- [11]. Faridah, Muryati, & Kuncoro. (2022). Pengaruh promosi jabatan dan budaya organisasi terhadap kinerja pegawai dengan kepuasan kerja sebagai variabel intervening. *Jurnal Manajemen Widyagama*, 14(1), 45–56.
- [12]. Fredrickson, B. L. (2001). The role of positive emotions in positive psychology: The broaden-and-build theory of positive emotions. *American Psychologist*, 56(3), 218–226. <https://doi.org/10.1037/0003-066X.56.3.218>
- [13]. Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organizational Behavior and Human Performance*, 16(2), 250–279. [https://doi.org/10.1016/0030-5073\(76\)90016-7](https://doi.org/10.1016/0030-5073(76)90016-7)
- [14]. Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2022). *A primer on partial least squares structural equation modeling (PLS-SEM)* (3rd ed.). Sage.
- [15]. Herzberg, F. (1959). *The motivation to work*. Wiley.
- [16]. Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. *American Psychologist*, 44(3), 513–524. <https://doi.org/10.1037/0003-066X.44.3.513>
- [17]. Kahn, W. A. (1990). Psychological conditions of

- personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692–724. <https://doi.org/10.5465/256287>
- [18]. Krisnawati, T., Utami, N. W., & Lasri, L. (2019). Hubungan kinerja perawat dengan kepuasan pasien ruang rawat inap di Rumah Sakit Panti Waluya Malang. *Nursing News*, 4(2), 85–95.
- [19]. Locke, E. A. (1976). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), *Handbook of industrial and organizational psychology* (pp. 1297–1349). Rand McNally.
- [20]. Luthans, F. (2002). The need for and meaning of positive organizational behavior. *Journal of Organizational Behavior*, 23(6), 695–706. <https://doi.org/10.1002/job.165>
- [21]. Pashiera, R. S., & Budiono. (2023). *Peran work engagement sebagai variabel intervening pada pengaruh psychological well-being dan work environment terhadap employee performance pada PT Pelabuhan Indonesia (Persero) Regional 3 Kantor Surabaya*. Jurnal Ilmu Manajemen, 11(2), 393-405. <https://doi.org/10.26740/jim.v11n2.p393-405>
- [22]. Prayugo, E. D., Gunarianto, G., & Hermawati, A. (2021). Efek Mediasi Work Engagement terhadap Kinerja Individu Berbasis Leader Member Exchange dan Iklim Organisasi. *Jurnal Manajemen STIE Muhammadiyah Palopo*, 7(2), 122-144. <http://dx.doi.org/10.35906/jurman.v7i2.886>
- [23]. Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology*, 87(4), 698–714. <https://doi.org/10.1037/0021-9010.87.4.698>
- [24]. Robbins, S. P., & Judge, T. A. (2024). *Organizational behavior* (19th ed.). Pearson.
- [25]. Ryff, C. D. (1989). Happiness is everything, or is it? Explorations on the meaning of psychological well-being. *Journal of Personality and Social Psychology*, 57(6), 1069–1081. <https://doi.org/10.1037/0022-3514.57.6.1069>
- [26]. Ryff, C. D. (1995). Psychological well-being in adult life. *Current Directions in Psychological Science*, 4(4), 99–104. <https://doi.org/10.1111/1467-8721.ep1077239>
- [27]. Sánchez-Gómez, M. B., Giorgi, G., Finstad, G. L., Urbini, F., & Foti, G. (2024). COVID-19 pandemic and health worker job satisfaction: A systematic review. *Frontiers in Public Health*, 12, 12345.
- [28]. Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness Studies*, 3(1), 71–92. <https://doi.org/10.1023/A:1015630930326>
- [29]. Sharma, S., Durand, R. M., & Gur-Arie, O. (1981). Identification and analysis of moderator variables. *Journal of Marketing Research*, 18(3), 291–300. <https://doi.org/10.1177/0022243781018003>
- [30]. Sugiyono. (2024). *Metode penelitian kuantitatif, kualitatif, dan R&D*. Alfabeta.
- [31]. Syafitri, R., Keliat, B. A., & Harmawati, H. (2020). Analisis Hubungan Kepuasan Kerja Dengan Kinerja Perawat Pelaksana. *Jik Jurnal Ilmu Kesehatan*, 4(2), 116. <http://dx.doi.org/10.33757/jik.v4i2.297>
- [32]. Utari, K., & Mustaqim, M. (2022). *Work engagement effects on job satisfaction and turnover intention with generation as moderating variable*. Jurnal Ekonomi dan Bisnis Airlangga, 32(2), 118–129. <https://doi.org/10.20473/jeba.V32I22022.118-129>
- [33]. 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), 1075. <https://doi.org/10.61987/jemr.v4i3.1075>
- [34]. Weiss, H. M., & Cropanzano, R. (1996). Affective events theory: A theoretical discussion of the structure, causes and consequences of affective experiences at work. In B. M. Staw & L. L. Cummings (Eds.), *Research in organizational behavior* (Vol. 18, pp. 1–74). JAI Press.
- [35]. Wright, P. M., Dunford, B. B., & Snell, S. A. (2001). Human resources and the resource-based view of the firm. In G. R. Ferris (Ed.), *Research in personnel and human resources management* (Vol. 20, pp. 701–721). JAI

- Press.
<https://doi.org/10.1177/014920630102700607>
- [36]. Zhang, Y., Liu, X., & Wang, J. (2025). The work engagement and organizational silence among nurses: The mediating role of coworker support. *Frontiers in Public Health*, 13, 1660100.
<https://doi.org/10.3389/fpubh.2025.1660100>