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## THE IMPORTANCE OF PSYCHOLOGICAL CLIMATE'S EFFECTS TOWARD EMPLOYEE PERFORMANCE

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### Article's Information

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### ABSTRACT

*The purpose of this study is to determine a relationship model between Psychological Climate (PC) toward performance within job stress and job satisfaction as a mediator. Primary data were obtained by distributing online questionnaires. The population in this research is the lecturer of educational institutions in Indonesia. Obtained 161 people with minimum requirements have worked for one year at the institution (purposive sampling). This research uses validity and reliability test, goodness-of-fit model assumption, and hypothesis testing with SEM analysis of Amos 18.0. Based on data analyzed, four of eight hypotheses proposed are have significant influence; 1) PC on job satisfaction, 2) stress on performance, 3) job satisfaction on performance, and 4) there is a role for job satisfaction in mediating the influence of PC on performance. In addition, there are insignificant effects; 1) PC on stress, 2) PC on performance, 3) job stress on job satisfaction, and 4) job stress have no a significant effect as a mediator between PC on performance.*

**Keywords:** *Psychological Climate, Performance, Job Stress, Job Satisfaction*

### ABSTRAK

Tujuan dari penelitian ini adalah untuk mengetahui model hubungan antara iklim psikologi (IP) dengan kinerja dalam stres kerja dan kepuasan kerja sebagai mediator. Data primer diperoleh dengan menyebarkan kuesioner online. Populasi dalam penelitian ini adalah para pengajar (dosen) di institusi pendidikan yang ada di Indonesia. Diperoleh 161 orang dengan persyaratan minimal telah bekerja selama satu tahun di institusi terkait (purposive sampling). Penelitian ini menggunakan uji validitas dan reliabilitas, asumsi model goodness-of-fit, dan pengujian hipotesis dengan analisis SEM Amos 18.0. Berdasarkan data yang dianalisis, empat dari delapan hipotesis yang diajukan memiliki pengaruh yang signifikan; 1) IP terhadap kepuasan kerja, 2) tekanan pada kinerja, 3) kepuasan kerja terhadap kinerja, dan 4) terdapat peran kepuasan kerja dalam memediasi pengaruh IP terhadap kinerja. Sedangkan 4 hipotesis yang tidak signifikan; 1) PC terhadap stres, 2) PC terhadap kinerja, 3) stres kerja terhadap kepuasan kerja, dan 4) stres kerja tidak berpengaruh signifikan sebagai mediator antara PC terhadap kinerja

**Kata Kunci:** Iklim Psikologis, Kinerja, Stres Kerja, Kepuasan Kerja



## **Introduction**

The success of an organization is always seen from the job performance produced by the human resources working in the organization. Performance is carrying out an activity and perfecting it according to its responsibilities with results as expected (Widodo, 2006). The human factor is very important in achieving the goals set by the organization by achieving performance in carrying out a task in accordance with the responsibilities assigned to him. Organizational's achievement goals in terms of standards and performance, it can be started to know the organizational environment from the psychological perspective of the workforce to gain an individual's well-being and productivity at work (Eisele & D'Amato, 2011). Managing the performance of organizational members is very necessary to achieve the organizational goals that have been set (Abdillah, et al., 2016). Currently environment facing the complexity of the relationship between of employees and their stakeholders. Responsiveness to this complexity not only requires the existence of a capable workforce, they also need a suitable work environment, including service culture that facilitates employees how to respond to new, unpredictable and unpleasant situations (Meymand et al, 2017). Thus one of them the climate must be organized by organizational processes and leadership behaviors to influence employees' behaviors that expected (Savas & Toprak, 2014). It is also proven the impact of psychological climate (the individual's perceptions of the environment) could be antecedent on decision-making (Barkhi & Kao, 2011). This is what causes the psychological climate in the workplace to be seen as one of the most important environmental factors that affect individual work attitudes (Suratman, 2017). Psychological climate refers to an individual's perception and interpretation of the workplace (Brown & Leigh, 1996). Research on the effect of psychological climate (an individual rather than a group attribute) has focused on how personal experience and current task factors affect a person's response to the work and its environment; thus measurement and analysis of the psychological climate must be conducted at the individual level. Thus, the psychological climate can be distinguished from the organizational climate since the psychological climate is based on an individual's appraisal of the work situation, whereas the organizational climate is the shared appraisal of people in a group or team of the work setting of organizational policies, practices, and procedures that are recognized, supported, and rewarded in the organization (Zohar & Luria, 2004).

From the perspective of employees always want to have expectations when working in an agency. Between the expectations and the reality in the field affect how high the satisfaction is felt. According to Handoko (2002) job satisfaction is a pleasant or unpleasant emotional state in which employees view their work. Ndulue and Ekechukwu (2016) have examined the effect of job satisfaction on performance on employees of the Nigerian Breweries PLC

Kaduna State Branch in Nigeria, showing the same results that the relationship between job satisfaction and employee performance shows a positive and significant relationship. While Perera and Weerakkody (2016) have also examined the effect of job decision on performance on employees in the Hotel Industry in Sri Lanka, showing the same results that the relationship between job satisfaction and employee performance shows a positive and significant relationship. Job satisfaction is a general attitude of an individual towards his job. Thus, it is important for practicing managers to pay attention to job satisfaction of employees in a company.

When there is an imbalance between job demands, individual willingness and supporting environment, there will tend to be pressure, especially from the individual side, both physically and psychologically and the ability to meet them (Weinberg & Gould, 2003). Failure to meet these needs will have a crucial impact. Gharib et al (2016) have examined the effect of job stress on employee performance on academic staff, showing the same results that the relationship between job stress and employee performance shows a negative and significant relationship. Likewise, Murali et al (2017) have also examined the effect of job stress on employee performance, showing a significant negative relationship between job stress and employee performance.

#### Psychological Climate

Climate represents a relatively homogenous set of beliefs and perceptions toward the organisation, while climate theory is primarily focused on the process through which such homogeneity occurs (Moran & Volkwein, 1992; Reichers & Schneider, 1990). Climate theory has evolved considerably over the past twenty-five years, stemming from the structural approach where organisational dimensions (e.g. hierarchy and size) were theorized to be the dominant contributors to climate (Moran & Volkwein, 1992; Rentsch, 1990). In an organization, industry, or other sector of society, its members have the expectation of having a suitable climate in professional contact with the workplace to meet their economic, social and psychological needs in the desired way (Meymand et al, 2017). PC describes the existing climate in the company employees in their work wholeheartedly or it can cause psychological barriers in their work (Kahn, 1990). PC development on how employees perceive organizational aspects and perceive the environment as related to individual welfare Brown & Leigh (1996). So it is very possible that the acceptance of a psychological climate that is created from the environmental influences that is presented will emerge through the path of attitudes and behavior (Schneider, 1990). PC perceptions on the perceptions and meanings of individuals in their work space, where each one will have a different translation (Ragazoni, 2002, Parker et al, 2003). Among the dimensions such as supportive management, clarity of roles, self-expression, recognition, contribution,

and challenges, as indicators of whether employees accept the organizational environment as pleasant and comfortable (Kahn, 1990 and Brown & Leigh, 1996).

Burke et al., (2002) have the perspective that climate explicitly emphasizes the personal values (for example, clarity, responsibility, support, and friendly social relations) that individuals put forward to produce patterns for assessment of the work environment. Parker, et al (2003) argued that in climate there are several forming dimensions, namely the psychological climate seen from work, roles, leaders, work groups, and the organization as a whole. Almost similarly, PC captures the relative meaning of psychological representations made by individuals, processes, and events that occur in the organization O'Neill & Arend, 2008, also cognitively called organizational climate by assessing the overall environment based on self-meaning and personal values (Isaksen and Lauer, 2002). The perceived understanding of the psychological climate is the contribution that comes from perceptions that will influence employees to present organizational processes and results in response. This organizational recognition and support is what helps create a climate that is psychologically involved (Eisele and D'Amato, 2011).

#### Job Stress

Cartwright and Cooper (1995) suggest work stress as a tension or pressure experienced when the demands faced exceed the strength that is in us. Handoko (2002) suggests stress as a condition of tension that can affect one's emotions, thought processes and condition. Baron and Greenberg (2003) define job stress as a combination of sources of stress at work, individual characteristics, and stressors outside the organization. Meanwhile, Robbins & Judge (2007) defines work stress as a dynamic condition in which a person is confronted with opportunities, obstacles, or demands related to what he wants and for that his success is not certain. Job stress will be experienced, when the imbalance between demands of work environment and the individuals' abilities increases, so at work, stress may be an awareness indicated by ambiguity, conflict and overload arising from the work environment and the characteristics of the individual (Gharib et al, 2016).

#### Job Satisfaction

Job satisfaction is a happy emotional state or positive emotion that comes from a job appraisal or someone's work experience (Luthans, 2006). It shows as a general attitude of an individual towards his job (Robbins & Judge, 2007) both of pleasant or unpleasant emotional state in which employees perceive their work (Handoko, 2002). Based on the understanding of job satisfaction from some of the experts above, it can be concluded that job satisfaction is a feeling and a response to an individual, whether for good or bad, depending on the employee. According to Hasibuan (2004), job satisfaction is influenced

by many factors, including; 1) fair and proper remuneration, 2) proper placement and in accordance with expertise, 3) work atmosphere and environment, 4) lightness of work, 5) supporting equipment, 6) leadership attitude in leadership. Nelson and Quick (2006) reveal that job satisfaction is influenced by 5 specific dimensions of work, namely salary, job itself, promotion opportunities, supervision and co-workers.

### Employee Performance

Bernardin and Russel (2011) provide an understanding of performance as achievement or performance is a record of the results obtained from certain job functions or activities during a certain period of time. The limitation of assignment or responsibility to a person must also be based on the skills and experiences they have (Hasibuan, 2004). The notion of employee performance as the actual achievement of an employee compared to the expected achievement of that employee (Dessler, 2007). Performance is the result or the overall success rate of a person during a certain period in carrying out a task compared to various possibilities, such as work performance standards, targets. or targets or criteria that have been predetermined and mutually agreed upon (Rivai & Basri, 2005). Another opinion expressed by Sadili (2006) states that performance appraisal is a process by an organization to evaluate or assess employee work performance. At the same time workers need feedback on their performance as a guide for their future actions. Therefore, the appraisal should describe employee performance. Based on the understanding stated above, it can be concluded that in principle, performance measurement is basically a systematic assessment of the work performance of the employee itself and of the potential level of employees in their efforts to develop themselves for the benefit of the company.

### Method

This study has used a quantitative method approach with primary data obtained directly from the object to be studied through an online questionnaire. Only Indonesian citizens who work in educational institutions are invited to answer the questionnaire by sharing and asking them to access the link. All responses received are based on convenience sampling and the respondents are Indonesian citizens who teach at educational institutions from all over Indonesia. The electronic by Google-form survey method was chosen because it can reach as many respondents across Indonesia as possible in the most cost-effective way. The questionnaire was distributed online in August-September 2020. SEM AMOS 18 was used in data analysis. All constructs were measured based on a scale developed by previous researchers and used an eight-point Likert scale ranging from (1) "strongly disagree" to (8) "strongly agree". To measure the psychological climate using 2 dimensions; namely psychological safety with its supporting indicators; a) supportive management, b) clarity, & c) self-expression, and the second dimension, namely psychological

meaningfulness with its supporting indicators; a) contribution, b) recognition, & c) challenge (Brown & Leigh, 1996). Cooper and Straw (1995) said that the measurement of work stress can be seen from three sides: a) physical symptoms, b) behavior symptoms and c) symptoms in the workplace. The job satisfaction factor refers to Luthans (2006) with a number of supporting dimensions; a) the job itself, b) salary, c) promotion opportunities, d) supervision, and e) co-workers. Performance is based on Bernardin and Russel (2011), there are six criteria for assessing employee performance in this study; a) quality, b) quantity, c) timeliness, d) cost effectiveness, e) need for supervision, e) interpersonal impact.

**Table 1 Respondent Characteristic Descriptive**

Characteristics	Frequency	Percentage (%)
<b>Gender</b>		
Male	68	42,2
Female	93	57,8
<b>Age (Year)</b>		
26 – 30	31	19,3
31 – 35	32	19,9
36 – 40	18	11,2
41 – 45	9	5,6
46 – 50	22	13,7
51 – 55	26	16,1
56 - 60	23	14,3
<b>Marriage Status</b>		
Single	22	13,7
Married	133	82,6
Divorced	6	3,7
<b>Educational Background</b>		
Bachelor degree	31	19,3
Master degree	100	62,1
Doctoral	30	18,6
<b>Job Work Tenure (year)</b>		
1 – 5	51	31,7
6 – 10	27	16,8
11 – 15	16	9,9
16 – 20	20	12,4
21 – 25	15	9,3
26 – 30	20	12,4
31 – 35	9	5,6
> 35	3	1,9
<b>Salary (in Million Rupiahs Rp)</b>		
3 – 6	107	66,5
7 – 10	35	21,7
11 – 15	13	8,1
16 – 20	3	1,9
21 – 30	1	0,6
31 – 40	1	0,6
> 50	1	0,6

Source: primary data that has been processed, 2020.

From 161 respondents, there were 68 respondents or 42.4% were male. Meanwhile, 93 respondents or 57.8% were female. This shows that there are more female respondents than male respondents. The most dominant age group of respondents was in the age range 31 - 35 years as many as 32 people or 19.9% and the least was from the 41 - 45 years age

group as many as 9 people or 5.6%.

The majority of respondents were married as many as 133 people or 82.6%. Judging from the educational background, it is known that the respondents in this study had the most recent education as Magister Degree as many as 100 people or 62.1%. The majority of respondents in this study have a working period with the most time span of 6-10 years as many as 27 people or 16.8%. The income of most respondents in this study was in the category of value of Rp. 3,000,000 to Rp. 6,000,000 per month as many as 107 people or 66.5%.

According to Hair et al. (1998), a factor loading greater than  $\pm 0.30$  is considered to meet the minimum level, a factor loading  $\pm 0.40$  is considered better and in accordance with the rules of thumb used by the researchers, and a loading factor of 3 0.50 is considered significant. These guidelines can be applied if the sample size is 100 or more (Hair et al., 1998). So the greater the absolute value of the factor loading, the more important the loading is to interpret the construct. Both the validity test and the reliability test in this study used the AMOS 18 program, specifically for the reliability of this program it also had the Cronbach Alpha ( $\alpha$ ) statistical test. "A construct or variable is said to be reliable if it gives a Cronbach Alpha value  $> 0.60$  (Ghozali, 2006).

**Table 2. Observations farthest from the centroid (Mahalanobis distance)**

Nomor Observasi	(distance Mahalanobis) Mahalanobis d-squared	Distance Mahalanobis Critical (36; 0,001)
104	65,637	67,985
21	64,893	
23	64,103	
...	...	
...	...	
3	31,112	
146	30,489	
156	30,100	
107	29,734	
55	29,380	

Source: primary data that has been processed, 2020.

The test for multivariate outliers was carried out using the Mahalanobis Distance criteria at a level of  $p < 0.001$ . Mahalanobis distance was evaluated using 2 degrees of freedom for the number of indicator variables used in the study (Ferdinand, 2005). If in this study 36 indicator variables were used, all cases that had a mahalanobis distance greater than 2 (36; 0.001) = 67.985 were multivariate outliers. Table 2. The following presents the results of the Mahalanobis Distance evaluation. In this study, there were no cases that could be categorized as outliers because all observations had a mahalanobis distance of  $< 67.985$ . The normality test indicated that it was not normally distributed in a multivariate manner with a C. R kurtosis value of 18.851, but was included in the moderate category in the range  $7 >$

C.r Kurtosis > 21. Analysis of abnormal data can lead to interpretation bias because the chi-square value of the analysis results tends to increase so that the probability level value will decrease. However, the Maximum Likelihood Estimates (MLE) technique used in this study is not too robust against abnormal data (Ghozali, 2006) so that further analysis can still be carried out.

In the results of goodness of fit, the GFI index value is 0.77 and AGFI is 0.726 in a marginal position and does not yet meet the indicators, but the modified model results show the CMIN / DF value of 1.711; TLI of 0.9; CFI of 0.911; and RMSEA of 0.067 indicating a good level of suitability. Based on these results, it can be concluded that the overall model is acceptable.

**Table 3. Goodness-of-Fit Model Result**

Goodness-of-fit Indices	Cut-off Value		Evaluation
Chi-Square (c2)	Expected small	958,072	-
Degrees of freedom	Positive	560	Fit
Probability level (p)	≥0,05	0	Not Fit
CMIN/DF	≤2,0	1,711	Fit
GFI	≥0,90	0,77	Marginal
AGFI	≥0,90	0,726	Not Fit
TLI	≥0,90	0,9	Fit
CFI	≥0,90	0,911	Fit
RMSEA	≤0,08	0,067	Fit

Source: primary data that has been processed, 2020.

## Result and Discussion

The results on regression weights show that the paths that have the greatest direct effect are the effect of PC on satisfaction (C.R. 5.901) and job satisfaction on performance (C.R. 4.907). Of the six hypotheses tested, 3 test results were significant at  $p < 0.05$ . And the rest is not significant at  $p < 0.05$ , such as the influence of psychological climate on job stress and performance and the effect of job stress on job satisfaction.

**Table 4. Regression Weights**

			Estimate	S.E.	C.R.	P
Work stress	<---	PC	-,136	,136	-1,002	,316
Job satisfaction	<---	PC	,757	,128	5,901	***
Job satisfaction	<---	Work stress	-,038	,038	-,988	,323
Performance	<---	Work stress	-,097	,047	-2,074	,038
Performance	<---	Job satisfaction	,900	,183	4,907	***
Performance	<---	PC	,038	,155	0,244	,807

Source: primary data that has been processed, 2020.

The analysis of Table 2. shows the magnitude of the direct effect, indirect effect and the total effect of one variable on other. The results of the analysis are presented in Table 5. that the effect of PC on job satisfaction has the greatest direct effect of 0.796, while the indirect effect from PC to the performance is 0.597.



**Table 5. Direct, Indirect, & Total Effects**

Variable		Effects ( $\beta$ )		
Independen	Dependen	Direct	Indirect	Total
Psychological climate	Performance	0,032	0,597	0,629
Work stress		-0,131	-0,046	-0,177
Job satisfaction		0,731		0,731
Psychological climate	Job satisfaction	0,796	0,005	0,801
Work stress		-0,063		-0,063
Psychological climate	Work stress	-0,086		-0,086

Source: primary data that has been processed, 2020.

PC on work stress' C.R is -1.002, not significant with a significance level of  $p < 0.05$  ( $p$  value 0.316), it can be concluded that hypothesis 1 is not supported. Likewise, the effect of PC on performance of 0.244 is not significant at the significance level of  $p < 0.05$ , it can be concluded that hypothesis 3 is not supported. The results of this study indicate that the psychological climate is not a factor that can directly affect performance. The results of this study indicate that the psychological climate is considered not a direct factor that can affect the level of work stress of an employee. However, these results are in line with previous studies that this direct effect did not appear when tested with laboratory clinic employee respondents (Purwanti and Nurhayati, 2016). While the influence of PC on job satisfaction is 5.901 significant with a significance level of  $p < 0.05$ , it can be concluded that hypothesis 2 is supported. The phenomenon explained is that the better the psychological climate that is perceived by an employee for the organization, the more likely it is to increase the employee's job satisfaction. This result supported by Parker et al., (2003) Sukanlaya and Murray (2005), Biswas and Varma (2007) and Nyambura & Ndero (2016) in their research showed positive results from the psychological climate variable on job satisfaction. Montes et al (2003) argue that climate, as a means for someone to see their workplace from the point of view of their work practices and procedures, has an important influence on job satisfaction. Martin et al., (2005) found the influence of the psychological climate in an effort to adjust employees, including the resulting increase in job satisfaction.

In testing the effect of job stress on job satisfaction, it has an effect of  $-0.988$ , not significant with a significance level of  $p > 0.05$ , it can be ignored that hypothesis 4 is not supported. The results of this study indicate that job stress is a factor that does not affect job satisfaction. This result contrasts with Sukanlaya and Murray (2005) who stated in their research that low-level job stress results in a better effect on employee satisfaction. It can be understood that the lower the level of stress experienced by a person, will further increase the perception of job satisfaction felt by employees (Martin et al, 2005). However, the results of this study are in accordance with Wartono's (2017) study which tries to describe the relationship between stress and employee performance using an inverted U-

shaped curve. At low stress levels low employee performance. In these conditions, employees have no challenges and boredom arises from being under stimulation. When stress increases to an optimal point, it will result in good performance. In the research of Essiam et al, (2014) that triggers of work stress such as excess roles and role ambiguity have a negative impact on worker job satisfaction.

Still testing the effect of work stress on performance with the value of C.R. of -2.074 is significant with a significance level of  $p < 0.05$ , it can be concluded that hypothesis 5 is supported. The phenomenon explained from the results of this study is that job stress has a negative effect on performance. This can happen when the higher the level of work stress experienced or perceived by an employee will cause a decrease in the employee's performance. The results of this study affirms that work load, role conflict and inadequate monetary rewards are the main causes of stress among employees in Higher Education Sector, which reduces their work performance (Ali et al, 2014).

The results of the test on the effect of job satisfaction on performance are calculated in Table 4. where the value of C.R. Job satisfaction at the performance of 4.907 is significant with a significance level of  $p < 0.05$ , it can be concluded that hypothesis 6 is supported. Where as an explanation that the higher the level of job satisfaction of an employee, the higher the performance that is produced or perceived by the employee. Some explains that every human being has their own needs and desires, some are conscious and some are not aware (Saranya, 2014), Ndulue and Ekechukuluwu (2016) reveal that aspects such as: salary, promotion, work safety and security, working conditions , work autonomy, relationships with colleagues, relationships with superiors and the nature of work; affect job satisfaction and performance. In the process of analyzing job satisfaction, employee intelligence is a happy employee and a happy employee is an active employee (Inuwa, 2016). Hakim et al., (2014) supported a study that there was a positive influence due to job satisfaction on employee performance. This indicates that if employees are satisfied, the more likely they are to achieve better performance. Job satisfaction is a part of personal factors besides organizational commitment and personal ethics which have an influence on performance (Sriboonlue and Peemane, 2013). Hakim et al., (2014) and Perera and Weerakkody's (2016) stated that job satisfaction has a positive impact on one's employee performance. The job satisfaction ones stimulated by reward systems for higher position as promotion. This system stimulates job satisfaction to the employee because the workload / responsibility is delegated according to one's ability. The job satisfaction therefore, increases work performance (Atmojo, 2012).

Meanwhile, in examining the work stress factor as a mediation between PC and performance, it can be traced as follows. The total effect of PC on performance is 0.629.

Where the direct influence of psychological climate on performance is 0.032 and the indirect effect of psychological climate on performance is 0.597, where the indirect effect is greater than the direct effect. That way there is a mediating effect of work stress on the psychological climate and performance. However, if you see whether the Sobel test is significant or not, the t value of 0.825 is actually smaller than the t table which is 1.975 which indicates that the influence of psychological climate on performance mediated by work stress is not significant. However, if you continue to use the results of data analysis with SEM AMOS 18, then these results are considered to have the effect of PC on performance mediated by work stress (H7 accepted). Job stress will be experienced when the imbalance between the demands of the work environment and individual abilities increases (Gharib et al, 2016). Meanwhile, according to Murali et al (2017), time pressure seems to be increasingly a major problem of employment in most developing countries. In one unique experiment conducted on how time pressure and job completion impact cognitive lockup existence, it was found that if a large proportion of people were to complete their task, the chances of securing the theory increased. Turning around if the person does his job a second time, the probability decreases. Ahmed, et al., (2014) confirmed that workload, role conflict and inadequate monetary rewards are the main causes of stress among employees in highly educated sectors, which reduces their work performance. But management can take steps to reduce it. Organizations can reduce stress levels on employees by redesigning jobs so that they can reduce employee workloads and reduce role conflict, and pay adequate salaries to employees. In addition, this organization must also provide counseling for employees to learn stress management techniques to deal with stress problems.

**Table 6. Standardized Indirect Effects (Group number 1 - Default model)**

	PC	Work stress	Job Satisfaction	Job Performance
Work strees	.000	.000	.000	.000
Job satisfaction	.005	.000	.000	.000
Job Performance	.597	-.046	.000	.000

Source: primary data that has been processed, 2020

Based on Table 1. which shows that the psychological climate on performance has a positive and significant effect on job satisfaction. Whereas in the same table as before, job satisfaction also has a positive and significant effect on performance. So there is an assumption that the tendency of job satisfaction is able to mediate the influence of the psychological climate on performance. However, the results of working on AMOS 18 (Table 4), unfortunately thing occurs when this program does not include information on whether there is an indirect effect of psychological climate on employee performance of 0.597, which comes from job stress or job satisfaction. So to strengthen the assumption of the mediating role of job satisfaction, the Sobel Test is also applied to determine the magnitude of the

mediating effect of job satisfaction on the influence of the psychological climate on performance. From this Sobel test, it is known that the t value of 3.749 is greater than the t table of 1.975. Therefore, the results show that the indirect influence of psychological climate on performance mediated by job satisfaction is significant so that hypothesis 8 is supported. A positive PC will tend to create a sense of security for employees to involve themselves more in work (Brown & Leigh, 1996). Biswas and Varma (2007) in their research showed positive results from the PC variable on employee performance. Likewise, the results of Yee et al, (2014) & Abdillah, et al, (2016) that the better the perception of the organizational climate felt by employees, the better performance will be. By Parker, et al., (2003) that psychological climate has predictions that can be extended to its impact on perceptions of the work environment on employee attitudes, motivation and performance. This is what demands managerial support to the practical level to support performance through a positive climate (Clissold, 2006; Beus et al, 2012), which in the next stage PC can affect work outcomes (Eisele & D'Amato, 2011; Balogun et al. al., 2013). In the research of Yee et al, (2014) suggest that all variable relationships were positively and significantly correlated; job satisfaction toward work performance, PC (for creativity) toward job satisfaction and work performance. Moreover, job satisfaction was found to mediate between the PC (for creativity) and work performance when an analysis was carried out on three separate regressions.

### **Conclusion**

The current study provides further support for several prior literatures; PC is a lead antecedent of job satisfaction, there are significant role of work stress and job satisfaction toward performance. It also encourage that job satisfaction has significant role as mediator between of PC and job satisfaction. Mean awhile there are contra results from PC toward work stress and performance, also work stress toward job satisfaction directly. Although there is negative significant of work stress toward performance, there is no significant role of work stress mediated between PC and performance. Projecting further into the future, interventions aimed at monitoring and changing model should be developed and evaluated based industry origin, demographic factor and the variable involved.

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