

Analysis of the Impact of Perceived Organizational Support and Transformational Leadership on Psychological Well-Being through Job Satisfaction

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Abstract

This study aimed to analyze the impact of organizational support and transformational leadership on employee psychological well-being through job satisfaction. This research centers on understanding the influence of these factors, with job satisfaction serving as a mediator. A quantitative approach was used in this study. The data was collected through a survey conducted on 81 employees at the Yogyakarta Police Human Resources Bureau. Structural Equation Modeling (SEM) is used for data analysis, run using SmartPLS 4.0 software. The results show that perceptions of organizational support and transformational leadership significantly affect employee job satisfaction and psychological well-being. Furthermore, job satisfaction mediated the relationship between perceptions of organizational support and transformational leadership regarding psychological well-being. This model accounted for 46.8% variability in job satisfaction and 84.2% in psychological well-being. This research underscores the importance of organizational support and transformational leadership in improving employee psychological well-being through job satisfaction. These findings offer practical recommendations for improving employee well-being in organizations.

Kata kunci: persepsi dukungan organisasi; kepemimpinan transformasional; kesejahteraan psikologis karyawan; kepuasan kerja.

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INTRODUCTION

Along with the times and the dynamics of the world of work, organizations today are faced with the great challenge of creating a work environment that supports and motivates employees to achieve common goals. One of the important aspects in creating this condition is the perception of organizational support felt by employees (Aldabbas, 2023; Ramaci et al., 2024). Organizations that provide sufficient support, both in the form of resources and attention to employee well-being, will affect their job satisfaction levels (Sypniewska, 2023). The support felt by individuals in the

workplace can create a sense of security and value, which in turn can increase their commitment to the organization (Diao et al., 2022; Eisenberger et al., 2025). Previous research has shown that a high perception of organizational support is associated with greater job satisfaction (Ho et al., 2021; Larsman et al., 2024; Walsh & Kabat-Farr, 2022), but these findings are not always consistent. Some studies show that organizational support does not increase job satisfaction (Bryant et al., 2022; Park, 2023; Zhao et al., 2020).

In addition to organizational support, effective leadership also has a very important role in creating job satisfaction. Effective leadership can provide employee encouragement and create a stronger sense of attachment to the organization that provides job satisfaction (An et al., 2020; Cantos-Aegean, 2025; Grøn, 2025; Johnson, 2025). The research conducted by Dubey et al. (2023), affirming that effective leadership is directly related to increased job satisfaction. This suggests that when employees feel supported by their leaders, they tend to have higher levels of job satisfaction. While many studies have shown that effective leadership increases job satisfaction, some other studies show that effective leadership does not necessarily increase job satisfaction (An et al., 2020).

In the context of the Human Resources Bureau (HR) of the Yogyakarta Police, there is a phenomenon that shows that factors such as perception of organizational support and leadership style have great potential to affect the performance and welfare of members. In a police work environment that is synonymous with high pressure, both physically and mentally, understanding how perceptions of organizational support and leadership can affect job satisfaction is becoming increasingly important. Job satisfaction itself is a crucial factor that is directly related to the motivation and productivity of personnel.

One of the field findings that strengthens the importance of this issue is the inequality in the performance allowance system. Based on the results of interviews with several officers at the Yogyakarta Police Human Resources Bureau, it is known that the performance allowances given to members are based on the class of position, not on the actual workload or output produced. This leads to dissatisfaction, especially when members of the same position receive equal benefits, even though the levels of workload and responsibilities carried out are significantly different. This phenomenon strengthens the relevance of salary and wage indicators in measuring job satisfaction levels.

Although numerous studies emphasize the significance of leadership and organizational support in enhancing job satisfaction, research on these variables within government entities, particularly in police settings like the Yogyakarta Police, remains limited. The DIY Police exhibit unique structural features, work culture, and challenges. Consequently, this research is vital for contributing theoretically and practically to the development of strategies aimed at enhancing job satisfaction and psychological well-being of personnel, thereby positively influencing overall organizational performance.

The inconsistency in research on organizational support and leadership's impact on job satisfaction necessitates further exploration of additional influencing factors. This study aims to enhance the understanding of how organizational support and leadership affect job satisfaction by incorporating psychological well-being as a

mediating variable. The inclusion of psychological well-being is anticipated to amplify the effects of organizational and leadership support on job satisfaction.

Effective leadership fosters emotional connections among employees and the organization, enhancing their sense of value and motivation. This study posits that psychological well-being mediates the relationship between organizational support, leadership, and job satisfaction, guiding organizations in fostering a supportive work environment that enhances performance and well-being (Hamlet, 2024; Liu, 2024; J. W. Wang, 2025; Yiming, 2024). In an organizational context, the psychological well-being of employees is greatly influenced by factors such as organizational support and effective leadership (Hannah et al., 2020; Lindert et al., 2023). When employees feel enough support from the organization, both in the form of resources and attention to their well-being, this can improve their psychological well-being, which in turn has an effect on job satisfaction (Changaranchola & Samantara, 2024; Hassard et al., 2022). Effective leadership fosters an emotional connection between employees and the organization, enhancing feelings of value and motivation. This study identifies psychological well-being as a mediating variable that enhances the relationship among organizational support, leadership, and job satisfaction, aiding organizations in fostering supportive work environments to improve performance and well-being.

Therefore, this study aims to examine the impact of Organizational and Leadership Support on job satisfaction, with psychological well-being serving as a mediating variable. Theoretically, the research seeks to augment the current literature concerning the interplay between organizational support, effective leadership, and psychological well-being within the framework of job satisfaction. By investigating psychological well-being's mediating role, this study intends to elucidate the mechanisms linking these elements and their interactions. The research aspires to yield recommendations for organizations aimed at enhancing employee job satisfaction. This will offer comprehensive insights into how these variables converge to elevate job satisfaction at the Yogyakarta Police Human Resources Bureau. Consequently, it aims to deliver actionable recommendations for HR management in formulating more effective policies to enhance member welfare and job satisfaction.

METHODOLOGY

This research adopts a quantitative approach, utilizing both descriptive and inferential research designs to examine the relationships between variables. The variables under investigation include Perception of Organizational Support (X1), Transformational Leadership (X2), Job Satisfaction (Z) as a mediating variable, and Psychological Well-being (Y) as the dependent variable. The research framework is presented in Figure 1 below.

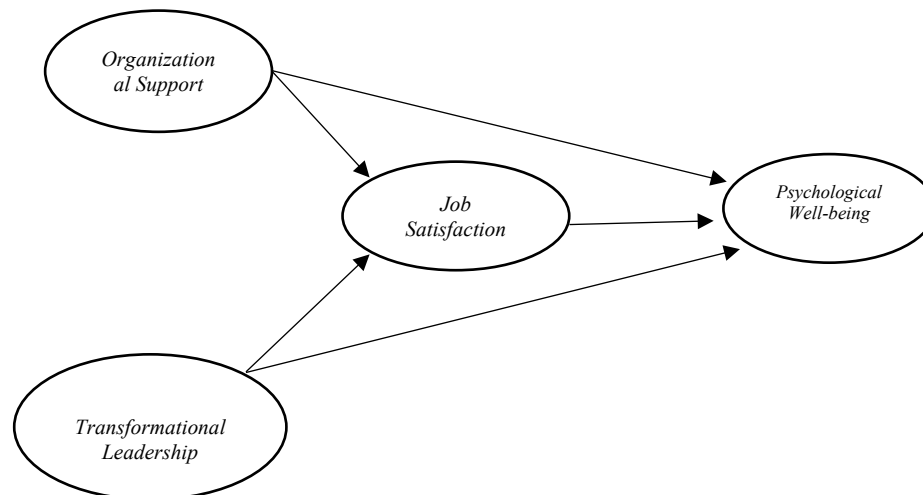


Figure 1. Frame of Mind

Data collection was conducted through the distribution of questionnaires to the entire population in the Human Resources Bureau (HR) of the Yogyakarta Police, comprising 80 members. The data analysis techniques employed include descriptive analysis to provide an overview of the data, and inferential analysis using Partial Least Squares (PLS) to examine the relationships between variables, utilizing the SmartPLS 4.0 software.

The population in this study consists of 80 members from the Human Resources Bureau of the Yogyakarta Police, including both National Police personnel and civil servants. The sample was selected using a census method, where all members of the population were included as research participants. This technique was chosen because of the small population size and allows for data collection from all relevant individuals, to ensure results that reflect real conditions without bias (Wiyono, 2020).

Data was collected through the distribution of a closed questionnaire that used the Likert Scale on a scale of 1 to 5 to measure respondents' perception of the variables studied. The research instruments were compiled based on indicators that have been set for each variable, such as Perception of Organizational Support, Transformational Leadership, Job Satisfaction, and Psychological Well-Being. The instruments of this research can be seen in Table 1 as follows.

Table 1. Instrument Development

Variable	Indicators	Statement	Code
Perceived Organizational Support	Resource Adequacy	The organization provides adequate equipment and work facilities.	X1_1
		I feel like the organization is providing the support of the resources I need to get the job done.	X1_2
(Ahmad et al., 2022)	Autonomy in Decision Making	I was given the freedom to make decisions regarding my work.	X1_3
		The organization trusted me to complete tasks without strict supervision.	X1_4

Variable	Indicators	Statement	Code
	Work Environment	I have the opportunity to provide input on work policies	X1_5
	Control	I am involved in the decision-making process that affects my work.	X1_6
	Relations between professionals	I have a good working relationship with a cross-section colleague I feel comfortable working together in a cross-unit team in this organization	X1_7 X1_8
Transformational Leadership (Yu & Xiang, 2025)	Idealized Influence	My leaders show attitudes and behaviors that can be used as role models.	X2_1
		My leader is consistent between what is said and done.	X2_2
	Inspirational Motivation	My leaders are able to motivate the team with a clear and inspiring vision.	X2_3
		My leader gives me enthusiasm and confidence that the team is capable of achieving a common goal.	X2_4
	Intellectual Stimulation	My leaders encouraged me to think creatively and find new solutions.	X2_5
		My leaders are open to different ideas and ideas from team members.	X2_6
	Individualized Consideration	My leader pays attention to my personal needs and development.	X2_7
		My leaders provide guidance and feedback personally.	X2_8
Job Satisfaction (Dubey et al., 2023)	Recognition of Work	I feel that my work has been rewarded by the organization.	Z_1
	Closeness to Co-workers	I feel like I have a close relationship with my coworkers.	Z_2
	The Pleasure of Working	I feel good about my job every day.	Z_3
	Occupational Safety	I feel that my work is safe and not threatened.	Z_4
	Management Attention	Management showed concern for my well-being.	Z_5
	Physical Health	My work environment supports my physical health.	Z_6
	Compensation	I feel that the compensation I received is in line with my work.	Z_7
	Use of Talent	I was given the opportunity to use my best abilities in the job.	Z_8
Psychological Well-being (Changaranchola & Samantara, 2024)	Interpersonal Fit in the Workplace (IFW)	I feel valued and accepted in my work environment.	Y_1
		I have good social relations with my coworkers.	Y_2
	Thriving at Work	I feel like my job gives me space to grow professionally.	Y_3
		My work environment supports my personal growth and learning.	Y_4

Variable	Indicators	Statement	Code
Feeling of Competency at Work	Perceived Recognition at Work	I am confident in carrying out my duties and responsibilities at work.	Y_5
		I feel competent to get my work done well.	Y_6
Perceived Recognition at Work	Feeling of Competency at Work	My work is recognized by my superiors or colleagues.	Y_7
		I feel appreciated for the contribution I make to the organization.	Y_8

Source: Researcher (2025)

The gathered data were examined utilizing two primary methodologies: descriptive analysis for a comprehensive overview and inferential analysis via Partial Least Squares (PLS) to explore variable relationships. This inferential analysis, conducted through SmartPLS software, encompasses two phases: the Outer Model test for assessing the connection between indicators and constructs, and the Inner Model test, with the model's validity and reliability determined by Convergent Validity, Discriminant Validity, and Composite Reliability (Hair et al., 2017). The Inner Model test, or structural model, functions as a hypothesis assessment, demonstrating the interrelations and impacts among latent variables (Hair et al., 2017). Mediation analysis was performed to assess the extent to which job satisfaction serves as a mediator in the relationship between perceptions of organizational support and transformational leadership on psychological well-being (Hair et al., 2017).

RESULTS AND DISCUSSION

Descriptive Analysis

Among the 81 respondents in this study, the majority were male (61.73%), with most individuals falling within the age range of 20-29 years (39.50%), which shows the dominance of the younger generation in this study. The majority of respondents also had a final S1 education (43.20%) and work experience of more than 10 years (67.90%), indicating that they had enough experience in their field, as well as a relatively high level of education, which could influence their perception in the study. Meanwhile, the lower levels of education (high school and D3) are relatively less, at 28.40% and 7.40%, respectively.

Table 2. Characteristics of Respondent Data

Characteristic	Category	Frequency (F)	Percentage (%)	Total
Gender	Man	50	62%	81 (100%)
	Woman	31	38%	
Age	20-29 years old	32	40%	81 (100%)
	30-39 years old	26	32%	
	>40 years old	23	28%	
Final Education	SMA	23	28%	81 (100%)
	D3	6	7%	
	S1	35	43%	
	S2	17	21%	
Working Hours	<1 year	0	0%	81 (100%)

1-5 years	11	14%
6-10 years	15	19%
>10 years	55	68%

Source: Researcher (2025)

Meanwhile, the results of the research data, the survey results show positive perceptions from respondents on various aspects of organization, leadership, job satisfaction, and psychological well-being. Most respondents felt they received adequate support from the organization, with 82-84% feeling comfortable with work facilities, freedom in decision-making, and good relationships with colleagues across departments. When it comes to transformational leadership, 81-84% of respondents rate their leaders as effective in providing inspiration, motivation, and support for team development. Respondents' job satisfaction levels are also high, with 82-84% feeling valued and having a close relationship with a coworker. Nonetheless, some respondents felt there was still room for improvement in compensation and development opportunities. On the other hand, respondents' psychological well-being was excellent, with 84-86% feeling valued, competent, and confident at work. Overall, the results showed high levels of satisfaction with organizational support, leadership, job satisfaction, and psychological well-being.

Evaluation of Measurement Model (Outer Model)

The results of the outer model test indicate that the measurement model is both valid and reliable. All indicators have a loading factor greater than 0.7, meeting the criteria for convergent validity. Furthermore, discriminant validity is well maintained, as the root value of AVE exceeds the correlation between constructs. All HTMT values are below 0.9, suggesting no issues with discriminant validity. The AVE values for each construct are above 0.5, demonstrating strong explanatory power from their indicators. Reliability tests, including composite reliability and Cronbach's alpha, yielded satisfactory results, with all values exceeding 0.70, confirming that the instruments used in this study are reliable and consistent.

Table 3. Outer Model Test Results

Evaluation	Criterion	Earned Value	Interpretation
Convergent Validity	Loading factor > 0.70	All > 0.7	Valid
Discriminant Validity	$\sqrt{AVE} >$ Correlation between constructs	Job Satisfaction = 0.884 Organizational Support = 0.846 Psychological Well-being = 0.894 Transformational Leadership = 0.901	Valid
HTMT (Heterotrait-Monotrait Ratio)	HTMT < 0.90	All < 0.90	Valid
Average Variance Extracted (AVE)	AVE > 0.50	all > 0.05	Valid
Composite Reliability	> 0.70	all > 0.70	Valid
Cronbach's Alpha	> 0.70	all values > 0.70	Valid

Source: SmartPLS 4.0 (2025)

Inner Model Test

Upon the fulfillment of Outer Model criteria, the structural model is assessed. This involves formulating a theoretical framework to evaluate the impact of exogenous and endogenous variables. The assessment of the structural model encompasses steps including Model Testing, R-Square (R²), f-square (f²), Q-Square (Q²), Hypothesis Testing, and Mediation Testing.

Table 4. Model Fit Test Results

Items	Saturated model	Estimated model
SRMR	0,072	0,072
d_ ULS	2,75	2,75
d_ G	4,338	4,338
Chi-square	1349,745	1349,745
NFI	0,674	0,674

Source: SmartPLS 4.0 (2025)

Table 1 reveals an SRMR value of 0.072 for the model, falling below the acceptable threshold of 0.080, suggesting a robust alignment between the model and the empirical data, as a lower SRMR denotes minimal discrepancy.

Table 5. Test Results R², Q², and f²

Variable	R-Square (R ²)		Q ²	f ²
	R ²	R ² adjusted		
Job Satisfaction	0,468	0,455	0,349	
Psychological Well-being	0,842	0,836	0,663	
Organizational Support			0	
Transformational Leadership			0	
JS → PCB				0,534
OS → JS				0,187
OS → PCB				0,331
TL → JS				0,23
TL → PCB				0,56

Source: SmartPLS 4.0 (2025)

The R² value indicates that the model effectively explains 84.2% of Psychological Well-being and 46.8% of Job Satisfaction, with exogenous variables exerting varying impacts on endogenous variables, particularly highlighting significant relationships between Job Satisfaction and Psychological Well-being (f² = 0.534) and Transformational Leadership and Psychological Well-being (f² = 0.560); Q² analysis reveals the model's adequate predictive relevance for Job Satisfaction and excellent predictive relevance for Psychological Well-being, underscoring its robust capacity for outcome prediction.

Hypothesis Testing (Path Coefficient Estimation)

The estimated value for the path influence in the structural model must be significant. This significance can be determined through the bootstrapping procedure. The significance of the hypothesis is assessed by examining the parameter coefficient value and the t-statistic significance in the bootstrapping report. To determine whether the result is significant or not, the t-statistic is compared to the t-table value at an alpha level of 0.05 (5%), which equals 1.96. If the t-statistic exceeds the t-table value, the result is considered significant.

Table 6. Hypothesis Test Results

Relationship	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
JS → PWB	0,399	0,405	0,098	4,065	0,000
OS → JS	0,371	0,375	0,103	3,589	0,000
OS → PC	0,294	0,294	0,079	3,695	0,000
TL → JS	0,412	0,409	0,097	4,241	0,000
TL → PCB	0,388	0,379	0,091	4,264	0,000

Source: SmartPLS 4.0 (2025)

The hypothesis test results substantiate the significance of all relationships within the structural model, with Job Satisfaction influencing Psychological Well-being significantly (path coefficient = 0.399, t-statistic = 4.065, p-value = 0.000). Furthermore, Organizational Support and Transformational Leadership markedly affect Job Satisfaction and Psychological Well-being, with all path coefficients yielding significant t-statistics exceeding 1.96 and p-values below 0.05.

Mediation Test

The following are the results of testing the hypothesis of the indirect influence of X on Y through Z:

Table 6. Mediation Test

Relationship	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
OS → JS → PWB	0,148	0,153	0,058	2,554	0,011
TL → JS → PWB	0,164	0,168	0,064	2,557	0,011

The R² value reveals that the model accounts for 84.2% of the variance in Psychological Well-being and 46.8% in Job Satisfaction, with a significant influence noted between Job Satisfaction and Psychological Well-being ($f^2 = 0.534$) and Transformational Leadership and Psychological Well-being ($f^2 = 0.560$); Q² analysis indicates the model possesses moderate predictive relevance for Job Satisfaction and strong predictive capability for Psychological Well-being, suggesting effective outcome prediction.

1. The Effect of Organizational Support on Employee Job Satisfaction

The results of this study indicate that Perceived Organizational Support has a positive and significant impact on employee job satisfaction, with a path coefficient of 0.371, a t-statistic of 3.589, and a p-value of 0.000. The t-statistic exceeds 1.96, and the p-value is less than 0.05, confirming that the hypothesis of this study is supported. This means that the higher the perception of employees that the organization values their contributions and cares about their well-being, the higher their level of satisfaction with the work undertaken. The four indicators in this study are proven to affect the overall increase in job satisfaction because it creates a holistic work ecosystem where the adequacy of resources allows efficient task completion, autonomy in decision-making provides confidence and ownership, control over the work environment creates psychological and physical comfort, and good interprofessional relationships build social support and harmonious collaboration that is effective synergistically support, empower, and motivate employees,

The results of this study provide important implications for human resource management, especially within the DIY Police Human Resources Bureau. Organizations need to ensure that every policy or intervention provided can be felt directly as a form of real support by employees. Award programs, clarity in the division of duties, the provision of a fair work environment, and attention to the psychological well-being of employees can be key strategies in increasing job satisfaction. Thus, POS is not only a psychological factor, but also a strategic instrument for organizations to create a conducive work climate, reduce turnover intention, and encourage improvement in individual performance and overall work units.

The findings of this study are in line with previous studies. Side (2021) emphasized that organizational support has a positive influence on job satisfaction through increased work engagement. Similarly, Li et al. (2020) It found that in the context of healthcare workers, nurses who felt higher organizational support showed better levels of job satisfaction. Even in the Indonesian context, Bernarto (2020) It proves that organizational support has a significant impact on teacher job satisfaction. The consistency of the results of this cross-sector research strengthens the validity of the finding that organizational support is the main determinant in shaping job satisfaction, as well as emphasizing its relevance in the context of public institutions such as the DIY Police Human Resources Bureau.

2. The Influence of Transformational Leadership on Employee Job Satisfaction

The results of this study show that transformational leadership has a positive and significant effect on employee job satisfaction, with a path coefficient value of 0.412, t-statistic of 4.241, and p-value of 0.000. A t-value greater than the t-table (1.96) and a p-value smaller than 0.05 indicate that this influence is significant. These findings confirm that leadership that is able to inspire, motivate, and provide individualized attention to employees, in accordance with the transformational leadership dimension, will contribute significantly to increased job satisfaction. More specifically, dimensions such as Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration—key aspects of

transformational leadership – directly foster a positive work environment, enhance employee engagement, and boost satisfaction with the work performed.

These findings have important implications for leadership management in the work environment, especially in the Yogyakarta Police Human Resources Bureau. To improve job satisfaction, leaders must pay attention to the emotional and psychological aspects of employees, not only in the achievement of tasks, but also in their personal development. Leaders who prioritize motivation, recognition of achievements, and provide opportunities for growth can create a healthier work climate, strengthen employee attachment to the organization, and ultimately drive increased productivity and reduced turnover. Therefore, the development of transformational leadership in organizations can be one of the important strategies to improve psychological well-being and employee job satisfaction.

This research is in line with various empirical studies that have been conducted previously. Robbins & Davidhizar (2020) found that transformational leadership has a positive impact on job satisfaction in the healthcare sector, with leaders able to create a supportive and inspiring work atmosphere. Similarly, Kyambade & Namatovu (2025a) confirms that transformational leadership improves job satisfaction through the mediation of emotional states that are pleasing to employees. Research by Oktaysoy et al. (2025) It also shows that transformational leadership influences the intention to stay on the job through increased job satisfaction as a mediator. In addition, Iliev et al. (2025) shows that transformational leadership along with teamwork increases motivation and job satisfaction. These findings corroborate that transformational leadership has a significant influence on shaping employee job satisfaction in various sectors, including within the DIY Police

3. The Effect of Organizational Support on Employee Psychological Well-Being

The results of this study indicate that organizational support (Perceived Organizational Support) has a positive and significant impact on employees' psychological well-being, with a path coefficient of 0.294, a t-statistic of 3.695, and a p-value of 0.000. Since the t-statistic exceeds the t-table value of 1.96 and the p-value is smaller than 0.05, this influence is considered significant. These findings suggest that employees who perceive high levels of organizational support, such as adequate resources, autonomy in decision-making, control over their work environment, and positive interprofessional relationships, experience higher psychological well-being. This support fosters a sense of security, value, and provides opportunities for employees to grow and feel competent in their roles.

The results of this study have significant implications for organizational management, particularly in enhancing the psychological well-being of employees. Organizations should ensure that the support provided encompasses various aspects, not just resources and facilities, but also autonomy in decision-making and the cultivation of healthy interpersonal relationships in the workplace. Development programs that offer opportunities for employees to grow, feel valued, and exercise adequate control over their work will contribute to better psychological well-being. Therefore, improving Perceived Organizational Support (POS) not only enhances job satisfaction but also directly boosts psychological well-being, which in turn fosters greater employee productivity and loyalty to the organization.

This research is in line with previous studies that show a positive relationship between organizational support and psychological well-being. Mansouri (2024) found that in the context of sports organizations, high organizational support reinforces the meaning of work and improves psychological well-being. Similar findings were also reported by Kamal (2024), which states that POS can reduce resistance to change and increase employee psychological resilience. In addition, Deniz (2024) in the context of academics, it also shows that POS is positively correlated with psychological well-being. These findings reinforce the theory of Social Exchange, where employees who feel valued by the organization tend to respond with a positive attitude, which has an impact on their emotional stability and psychological well-being. Similar findings can also be seen in the Medzo-M'engone study (2021) which emphasizes the importance of organizational support in mediating the relationship between job demands and psychological well-being.

4. The Influence of Transformational Leadership on Employee Psychological Well-Being

The results of this study reveal that transformational leadership has a positive and significant impact on employees' psychological well-being, with a path coefficient of 0.388, a t-statistic of 4.264, and a p-value of 0.000. Since the t-statistic exceeds the t-table value of 1.96 and the p-value is below 0.05, this influence is considered significant. These findings suggest that leaders who exhibit idealized influence, inspirational motivation, intellectual stimulation, and individualized attention to their subordinates can directly enhance employees' psychological well-being. Leaders who focus on employees' personal development, motivate them, and encourage creative and innovative thinking foster a positive work environment that supports psychological well-being.

The practical implications of this research highlight the importance of fostering transformational leadership within organizations to enhance employees' psychological well-being. Organizations should encourage leaders to adopt a leadership style that prioritizes attention to individual needs, offers emotional support, and empowers decision-making. Effective leadership that fosters a healthy and supportive work environment can improve employees' psychological health, boost motivation, and alleviate workplace stress. Consequently, organizations must invest in adequate training and support to enhance transformational leadership competencies among their leaders, ultimately contributing to better psychological well-being for employees.

This study is in line with previous studies that have also shown a positive relationship between transformational leadership and psychological well-being. Li et al. (2024) Found that the transformational leadership of principals can improve teachers' psychological well-being by strengthening their commitment to the organization. Lim and Moon (2024) In his research on firefighters in South Korea, he found that transformational leadership can moderate the relationship between emotional burden and employee psychological well-being. Research by Zhou and Guo (2024) also confirms that the transformational leadership of school principals has a direct impact on teachers' success and psychological well-being. In addition, Abolnasser et al. (2023) demonstrating that transformational leadership styles can

improve employee engagement, job satisfaction, and psychological well-being in the hospitality sector post-COVID-19 pandemic. These findings provide additional evidence that transformational leadership plays an important role in supporting the psychological well-being of employees in various sectors, including within organizations such as Polda DIY.

5. The Effect of Employee Job Satisfaction on Employee Psychological Well-Being

The results of this study demonstrate that job satisfaction has a positive and significant impact on employees' psychological well-being, with a path coefficient of 0.399, a t-statistic of 4.065, and a p-value of 0.000. Since the t-statistic exceeds the t-table value of 1.96 and the p-value is less than 0.05, this influence is considered significant. These findings suggest that employees who are satisfied with their jobs generally experience better psychological well-being. Job satisfaction, which encompasses factors such as job recognition, camaraderie with colleagues, job contentment, and attention from management, directly contributes to improved psychological health. Employees who feel valued and secure in their roles are better equipped to manage stress and experience greater meaning in their work lives.

The results of this study offer significant implications for organizational management in fostering a work environment that enhances employees' psychological well-being. One key approach to achieving this is ensuring that employees are satisfied with their work, particularly through recognition of their contributions, positive relationships with colleagues, and attention to their physical and psychological well-being. Organizations should develop policies that promote employee well-being, including managing physical and mental health, offering fair compensation, and cultivating a safe and enjoyable work environment. By increasing job satisfaction, employees will feel mentally healthier, more motivated, and more committed to the organization.

The results of this study are in line with various empirical findings that show a positive relationship between job satisfaction and psychological well-being. Wang & Derakhshan (2025) found that job satisfaction has a direct impact on improving psychological well-being, especially among cross-cultural teachers. Research by Kuo et al. (2023) also showed that job satisfaction improved the psychological well-being of home-care workers in Taiwan, even if they worked in emotional conditions. In addition, Bansal (2021) and Abolnasser et al. (2023), reinforcing the findings in the context of the public sector and hospitality, suggesting that employees who feel satisfied with their jobs have better psychological well-being. These findings confirm that job satisfaction not only affects individual performance, but also plays an important role in improving overall psychological well-being.

6. The Role of Job Satisfaction as a Mediation in Increasing the Influence of Organizational Support on Psychological Well-Being

The results of this study demonstrate that job satisfaction significantly mediates the relationship between organizational support and employee psychological well-being, with an estimated path coefficient for the indirect influence of 0.148, a t-statistic of 2.554, and a p-value of 0.011. Since the t-statistic exceeds the t-table value of 1.96 and the p-value is below 0.05, this indicates that job satisfaction plays a significant

mediating role in the relationship between organizational support and employee psychological well-being. In other words, when an organization provides high levels of support, it boosts employee job satisfaction, which, in turn, leads to improved and more stable psychological well-being.

This mediation process can be understood through the lens of Social Exchange Theory, which posits that the relationship between employees and the organization is based on social exchange, where employees reciprocate the support and rewards they receive from the organization. When employees perceive high levels of support, such as adequate resources, autonomy in decision-making, control over the work environment, or positive professional relationships, they feel more valued and motivated to perform at their best. This, in turn, enhances their job satisfaction, which then contributes to improved psychological well-being. High job satisfaction reinforces a sense of competence, purpose, and control over the tasks at hand—key elements of psychological well-being (Mansouri, 2024).

These findings are in line with a number of previous studies that have also shown that job satisfaction plays an important role in linking organizational support to psychological well-being. For example, Kuo et al. (2023) found that job satisfaction has a significant influence on the psychological well-being of home-care workers in Taiwan, even in challenging working conditions. Bansal Research (2021) It also revealed that job satisfaction serves as a key factor in reducing stress and improving the psychological well-being of employees in both the public and private sectors. Similarly, Wang & Derakhshan (2025) and Abolnasser et al. (2023) suggests that job satisfaction mediates the relationship between organizational support and psychological well-being, both among teachers and post-pandemic hotel employees. These findings provide strong evidence that job satisfaction is not only an important indicator in assessing the quality of employee work experience, but also serves as a mediating mechanism that links organizational support to psychological well-being.

7. The Role of Employee Job Satisfaction as a Mediation in Increasing the Influence of Leadership on Psychological Well-Being

The results of this study indicate that job satisfaction significantly mediates the relationship between transformational leadership and employees' psychological well-being. The path coefficient for the indirect effect of transformational leadership on psychological well-being through job satisfaction was 0.164, with a t-statistic of 2.557 and a p-value of 0.011. Since the t-statistic exceeds the t-table value of 1.96 and the p-value is below 0.05, this indirect influence is considered significant. In other words, job satisfaction acts as a mediator, converting the positive impact of transformational leadership into an enhancement of employees' psychological well-being.

From the perspective of Social Exchange Theory, the relationship between transformational leaders and employees can be viewed as a mutually beneficial process of social exchange. Leaders who show individual concern, offer inspirational motivation, and guide employees with a clear vision and goals contribute to fostering a sense of appreciation and purpose in their work. When employees experience high job satisfaction, such as receiving recognition, having good relationships with colleagues, and feeling that management cares about their well-being, it helps to promote a healthier, happier, and more manageable work environment. High job

satisfaction, as a response to positive leadership, plays a crucial role in enhancing psychological well-being, including feelings of competence, personal growth, and value within the workplace.

These findings are in line with previous research showing that transformational leadership has a significant impact on job satisfaction and psychological well-being. Robbins & Davidhizar (2020) and Kyambadde & Namatovu (2025b) Found that leaders who provide individual inspiration and attention can improve employee job satisfaction across a variety of sectors. In addition, research by Li et al. (2024) and Iliev et al. (2025) confirms that transformational leadership positively affects job satisfaction, which in turn impacts the psychological well-being of employees. Abolnasser et al. (2023) also emphasized that transformational leaders play an important role in increasing engagement, job satisfaction, and psychological well-being, especially after the COVID-19 pandemic. These findings provide further evidence that job satisfaction serves as a mediator that transforms leadership influence into a healthy and stable psychological state for employees.

CONCLUSION

This study demonstrates that both organizational support and transformational leadership significantly influence job satisfaction and employee psychological well-being, both directly and through job satisfaction as a mediator. High organizational support enhances employees' job satisfaction, which in turn strengthens their psychological well-being. Similarly, transformational leadership contributes to job satisfaction and psychological well-being by motivating, offering individualized attention, and providing inspirational influence. Job satisfaction acts as a mediator, connecting organizational support and transformational leadership to psychological well-being, aligning with Social Exchange Theory, which emphasizes the importance of positive exchanges between employees and organizations. The practical implications of these findings highlight the need for organizations to enhance support for employees and cultivate transformational leadership to foster a supportive work environment, boost job satisfaction, and improve psychological well-being, ultimately improving performance and loyalty to the organization.

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