

The Effect of Organizational Climate and Empowerment on Job Satisfaction Through Psychological Well-Being Mediation (Study on Employees with Disabilities at PT Karya Difabel)

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Abstract. Data from the Central Statistics Agency (2024) recorded 720,748 disabled workers in Indonesia in 2022 and 763,925 in 2023, or 0.55% of the total national workforce. Despite this increase, the Ministry of Social Affairs (2024) stated that this figure is still far from reflecting ideal inclusion in the workforce. The majority of people with disabilities work in the informal sector, namely as independent entrepreneurs, with only a small proportion being absorbed in the formal sector. This study uses an explanatory research approach. Explanatory research aims to test previously formulated hypotheses to provide support or rejection of these hypotheses. Explanatory research is a type of research conducted to determine whether there is an influence or relationship between independent variables and dependent variables, as well as to measure the strength of this relationship or influence. Organizational climate has a positive effect on psychological well-being. These results indicate that the better the organizational climate at PT Karya Difabel, the better the psychological well-being of employees with disabilities.

Keywords: Agency; Explanatory; Psychological; Statistics.

1. Introduction

Human resources are a key asset in an organization and play a strategic role in achieving goals. Effective human resource management includes creating a supportive work environment, developing competencies, and respecting individual diversity. Current trends in modern human resource management require greater adaptability in addressing social dynamics, as well as increasing awareness of the importance of empowering vulnerable groups (Windarsih & Wendra, 2024). This includes efforts to create work policies that uphold the principle of equality, eliminate discrimination in the workplace, and provide equitable access to training and promotion for all employees. Therefore, the issue of equality in human resource management is a crucial aspect related to social values and has a direct impact on organizational effectiveness in maximizing the potential of all employees (Aichner, 2021).

Every individual has the right to work and a decent life without exception, including people with disabilities. This is stated in Article 27 paragraph (2) of the 1945 Constitution of the Republic of Indonesia, which affirms the recognition and guarantee for everyone to get work

and achieve a decent standard of living for humanity. Article 28D paragraph (2) also emphasizes that everyone has the right to work and receive fair and proper compensation and treatment in employment relationships. These provisions reflect the state's commitment to guaranteeing the right to dignified work for all citizens, including vulnerable groups such as people with disabilities (Maudina et al., 2022). According to the Big Indonesian Dictionary (KBBI), people with disabilities are people who experience long-term physical, intellectual, mental, and/or sensory limitations that can cause obstacles in interacting with the environment fully and effectively.

Data from the Central Statistics Agency (2024) recorded 720,748 disabled workers in Indonesia in 2022 and 763,925 in 2023, or 0.55% of the total national workforce. Despite this increase, the Ministry of Social Affairs (2024) stated that this figure is still far from reflecting ideal inclusion in the workforce. The majority of people with disabilities work in the informal sector, namely as independent entrepreneurs, with only a small proportion being absorbed in the formal sector. The agricultural sector remains the primary absorber of disabled workers, indicating that employment opportunities for people with disabilities in the formal sector, particularly in industry and urban areas, remain very limited. This inequality reflects that accessibility and equal employment opportunities for people with disabilities have not been fully realized, even though the formal sector should have a more inclusive capacity and structure to support optimal participation of this group. People with disabilities have the same human rights and should not be limited by physical condition, skin color, race, ethnicity, or religious beliefs. Therefore, creating a fair and inclusive work environment for people with disabilities is not only a moral obligation, but also an important responsibility in human resource management practices that are oriented towards justice, diversity, and empowerment in organizations.

One organization demonstrating its commitment to inclusion in the workforce with disabilities is PT Karya Difabel. This company exists as a platform for empowering people with disabilities by providing workspaces that provide income while respecting individual potential and dignity. PT Karya Difabel uses an approach based on humanitarian values and equality in an effort to create a supportive and empowering organizational climate. Employees with disabilities are given opportunities to work and are encouraged to develop psychologically, socially, and professionally. This work environment serves as an important model for inclusive human resource management practices, where employee empowerment and the creation of a positive work climate play a significant role in shaping the psychological well-being and job satisfaction of employees with disabilities.

Job satisfaction is one of the factors that determine effectiveness and productivity in an organization, thus reflecting the extent to which employees feel satisfied with various aspects of their work. Job satisfaction can be influenced by psychological factors such as a sense of appreciation, recognition, and emotional support at work (Karaferis et al., 2022). For employees with disabilities, job satisfaction can be influenced by a number of more complex factors, namely an empowering organizational climate and psychological well-being.

Organizational climate is the environment created within a company that influences interactions between employees and how policies are implemented (Ozsoy, 2022). Empowerment also plays a crucial role because when employees are given the opportunity to develop their potential and participate in decision-making, they tend to feel more valued and satisfied with their work (Iskandar & Priyono, 2023). Psychological well-being, encompassing a healthy mental and emotional state, is an important mediating factor in the relationship between organizational climate, empowerment, and job satisfaction (Park et al., 2023). Several empirical studies have examined the relationship between these variables, both demonstrating a significant effect and addressing research gaps. These studies are summarized in Table below.

Table Supporting Research and Research Gaps

No.	Influence variables between	Empirical Research	Research result
1.	Organizational Climate on Job Satisfaction	Lintanga & Rathakrishnan (2024)	Positive Influence
		Simanullang (2021)	Positive Influence
		Banureka, et al. (2021)	No effect
2.	Empowerment Towards Job Satisfaction	Xiang, et al. (2024)	Positive Influence
		Trillo, et al. (2025)	Positive Influence
		Ganji, et al. (2021)	No effect
3.	Psychological Well-being on Job Satisfaction	Capone, et al. (2022)	Positive Influence
		Doloksaribu, et al. (2022)	Positive Influence
		Matud, et al. (2024)	No effect

Source: Empirical Research Results, Processed (2025)

Based on Table, a number of previous studies have been obtained that both support and do not support the influence between organizational climate, empowerment, and psychological well-being on job satisfaction. Research by Lintanga & Rathakrishnan (2024) and Simanullang (2021) proves that organizational climate has a positive effect on job satisfaction, while research by Banureka, et al. (2021) found that organizational climate has no significant effect on job satisfaction. Research by Xiang, et al. (2024) and Trillo, et al. (2025) proves that empowerment has a positive effect on job satisfaction, while research by Ganji, et al. (2021) found that empowerment has no significant effect on job satisfaction. Research by Capone, et al. (2022) and Doloksaribu, et al. (2022) proves that psychological well-being has a positive effect on job satisfaction, while research by Matud, et al. (2024) found that psychological well-being has no significant effect on job satisfaction.

2. Research Methods

This study uses an explanatory research approach. Explanatory research aims to test previously formulated hypotheses to provide support or rejection of these hypotheses. Explanatory research is a type of research conducted to determine whether there is an influence or relationship between independent variables and dependent variables, as well as to measure the strength of this relationship or influence (Sugiyono, 2020:82). This study aims to analyze the causal influence between the independent variables—organizational climate

and empowerment—on the dependent variable, job satisfaction, through the mediating variable, psychological well-being.

3. Results and Discussion

3.1. Respondent Characteristics

This study used primary data from questionnaires answered by 30 respondents, all employees with disabilities at PT Karya Difabel. Based on the data collection, the respondents' characteristics were identified, including gender, age, highest level of education, and length of service.

1) Respondent Characteristics Based on Gender

Respondent characteristics based on gender are shown in Table below.

Table Respondent Characteristics Based on Gender

No.	Category	Number of Respondents (Person)	Percentage (%)
1.	Man	16	53.3%
2.	Woman	14	46.7%
Amount		30	100%

Source: Processed data (2025)

Table shows that male respondents dominated the data distribution at 53.3%, while female respondents made up 46.7%. These results reflect the majority of employees with disabilities at PT Karya Difabel. ismen, which shows that job opportunities for people with disabilities in the company are still filled more by men than women.

2) Respondent Characteristics Based on Age

Respondent characteristics based on age are shown in Table below.

Table Respondent Characteristics Based on Age

No.	Category	Number of Respondents (Person)	Percentage (%)
1.	20-25 Years	5	16.7%
2.	26-31 Years	7	23.3%
3.	32-37 Years	12	40%
4.	38-43 Years	6	20%
Amount		30	100%

Source: Processed data (2025)

Table shows that respondents aged 32-37 years dominate the data distribution with a percentage of 40%, followed by the 26-31 age group at 23.3%, 38-43 years at 20%, and finally, 20-25 years at 16.7%. These results reflect that the majority of employees with disabilities at PT Karya Difabel are of productive age with adequate levels of maturity and work experience.

This diverse age composition also indicates a balance between a young, energetic workforce and more senior employees, thus supporting the creation of a dynamic work environment.

3) Respondent Characteristics Based on Last Education

Respondent characteristics based on their last education are shown in Table 4.3 below.

Table Respondent Characteristics Based on Last Education

No.	Category	Number of Respondents (Person)	Percentage (%)
1.	Junior High School/Equivalent	11	36.7%
2.	High School/Vocational School/Equivalent	17	56.7%
3.	Diploma	2	6.7%
Amount		30	100%

Source: Processed data (2025)

Table shows that respondents with a high school/vocational high school/equivalent education dominated the data distribution, at 56.7%, followed by junior high school/equivalent at 36.7%, and diplomas at 6.7%. These results reflect that the majority of employees with disabilities at PT Karya Difabel pursue secondary education.

The descriptive analysis of research variables provides an overview or description of data and provides information about the data owned without intending to test the hypothesis. The research was conducted by collecting supporting questionnaire data with proportional distribution distributed to employees with disabilities at PT Karya Difabel with a total sample of 30 people. The description of respondents' answers regarding the variables in the study was carried out by classifying the average score of respondents' answers on a measurement scale of 5 criteria that have been determined through the interval range formula and the preparation of measurement criteria according to Sugiyono (2019:95) as follows:

$$\text{Interval} = \frac{m(n-1)}{n \times m}$$

$$= \frac{153(5-1)}{5 \times 153}$$

$$= 0.8$$

Information:

m = number of respondents

n = number of scales

The data analysis in this study used Partial Least Squares (PLS) analysis to analyze the influence between exogenous and endogenous variables. The analysis process included an outer model and an inner model, which are described below.

Outer model evaluation in SEM-PLS analysis is a measurement evaluation conducted to test instruments that assess the validity and reliability of the model. The outer model is the specification of the relationship between latent variables and their indicators, also known as the outer relation or measurement model, which is conducted to define the characteristics of the construct with its manifest variables. In this study, the indicators that can form the construct are reflexive, so they are evaluated using a measurement model (outer model) through the following criteria: (1) convergent validity; (2) discriminant validity; and (3) composite reliability and Cronbach's alpha. The outer model evaluation image is shown in Figure below.

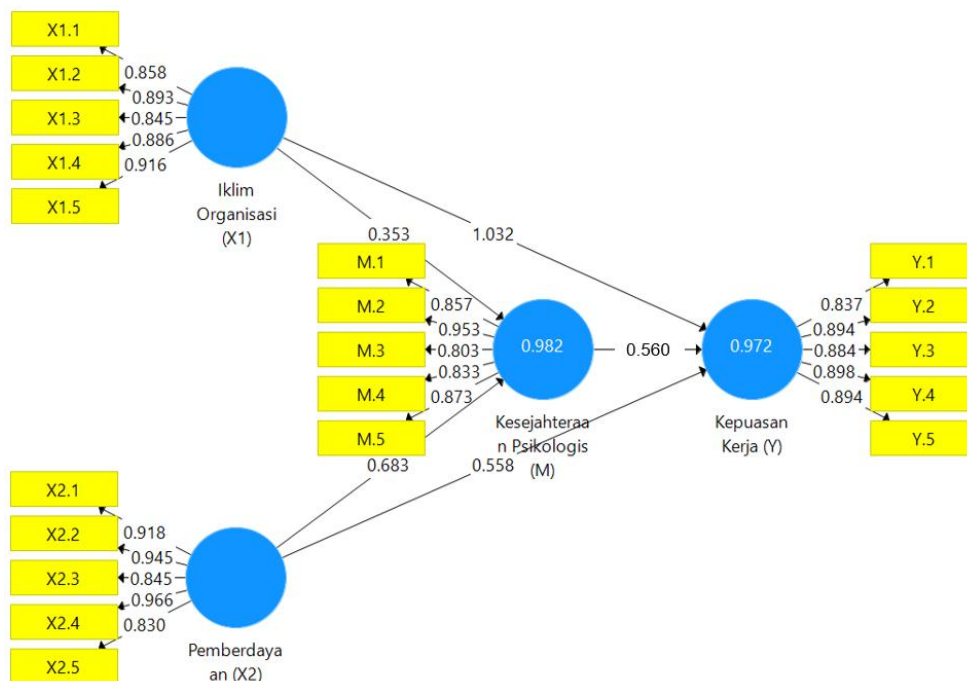


Figure Outer Model Evaluation Path Diagram

Source: Processed data (2025)

1) Convergent Validity

Convergent validity The validity of the reflection indicator can be seen from the correlation between the indicator score and the variable score. Individual indicators are considered valid if the outer loading coefficient is in the range of 0.60 to 0.70 (Ghozali, 2019:78).

2) Discriminant Validity

Discriminant validity From the reflective measurement model, indicators are assessed based on the cross-loading of the measurement with the construct. If the cross-loading value of each indicator of the relevant variable is greater than the cross-loading of other variables, the

indicator is considered valid. A discriminant validity value greater than 0.60 indicates that the latent variable is a good comparison for the model (Ghozali, 2019:79).

Path analysis in the SEM-PLS model provides information on the relationships between research variables. Hypothesis testing uses the values found in the path coefficients as the basis for decision-making. Path analysis and hypothesis testing on direct effects are presented in Table below.

Table Path Analysis Direct Influence

Construct Model	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Climate(X1)→ Psychological Well-being(M)	0.353	0.349	0.064	5,543	0,000
Empowerment(X2)→ Psychological Well-being(M)	0.683	0.689	0.058	11,769	0,000
Organizational Climate(X1)→ Job satisfaction(Y)	1,032	1,062	0.175	5,913	0,000
Empowerment(X2)→ Job satisfaction(Y)	0.558	0.567	0.225	2,485	0.013
Psychological Well-being(M)→ Job satisfaction(Y)	0.560	0.599	0.350	2,298	0.018

Source: Processed data (2025)

Hypothesis testing using the Partial Least Squares (PLS) method is conducted by simulating each hypothesized relationship using the bootstrap method. The bootstrapping method aims to determine the significance value between variables. The hypothesis is accepted if the bootstrapping test value is between ± 1.96 . If the t-statistic value is < 1.96 or $= 1.96$, the hypothesis is rejected. Hypothesis testing refers to the path analysis results in Table 4.16, so each direct effect is explained as follows.

a. Testing Hypothesis 1 (The Effect of Organizational Climate on Psychological Well-being)

Based on the results of the path analysis in Table 4.16, the influence organizational climate (X1) on psychological well-being (M) obtained a t-statistic value of 5.543, which is greater than 1.96 ($5.543 > 1.96$), indicating a significant effect. The path coefficient value indicates a positive relationship. The test results indicate that H1 is accepted, indicating that organizational climate has a positive effect on psychological well-being.

b. Testing Hypothesis 2 (The Effect of Empowerment on Psychological Well-being)

Based on the results of the path analysis in Table 4.16, the influence empowerment (X2) on psychological well-being (M) obtained a t-statistic value of 11.769, which is greater than 1.96 ($11.769 > 1.96$), indicating a significant effect. The path coefficient value indicates a positive relationship. The test results indicate that H2 is accepted, indicating that empowerment has a positive effect on psychological well-being.

c. Testing Hypothesis 3 (The Effect of Organizational Climate on Job Satisfaction)

Based on the results of the path analysis in Table 4.16, the influence organizational climate (X1) on job satisfaction (Y) obtained a t-statistic value of 5.913, which is greater than 1.96 ($5.913 > 1.96$), indicating a significant effect. The path coefficient value indicates a positive relationship. The test results indicate that H3 is accepted, indicating that organizational climate has a positive effect on job satisfaction.

d. Testing Hypothesis 4 (The Effect of Empowerment on Job Satisfaction)

Based on the results of the path analysis in Table 4.16, the influence empowerment (X2) on job satisfaction (Y) obtained a t-statistic value of 2.485, which is greater than 1.96 ($2.485 > 1.96$), indicating a significant effect. The path coefficient value indicates a positive relationship. The test results indicate that H4 is accepted, indicating that empowerment has a positive effect on job satisfaction.

e. Hypothesis Testing 5 (The Effect of Psychological Well-being on Job Satisfaction)

Based on the results of the path analysis in Table 4.17, the influence psychological well-being (M) on job satisfaction (Y) obtained a t-statistic value of 2.298, which is greater than 1.96 ($2.298 > 1.96$), indicating a significant effect. The path coefficient value indicates a positive relationship. The test results indicate that H5 is accepted, indicating that psychological well-being has a positive effect on job satisfaction.

The mediation role test aims to determine exogenous influences on endogenous variables indirectly through intervening variables. Path analysis and hypothesis testing on indirect effects are presented in Table below.

Table Path Analysis Indirect Influence

Construct Model	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational climate (X1) → Psychological well-being (M) → Job satisfaction (Y)	0.196	0.197	0.072	2,729	0.007
Empowerment (X2) → Psychological well-being (M) → Job satisfaction (Y)	0.200	0.187	0.101	2,078	0.021

Source: Processed data (2025)

The hypothesis of an indirect effect through a mediating or intervening variable is accepted if the bootstrapping test value is between ± 1.96 . If the t-statistic value is < 1.96 or $= 1.96$, the hypothesis is rejected, and if the t-statistic value is > 1.96 or, the hypothesis is accepted. The indirect effect between variables is explained as follows.

a. Testing Hypothesis 6 (The Effect of Organizational Climate on Job Satisfaction Through Psychological Well-Being)

Based on Table 4.17, the indirect influence between organizational climate (X1) on job satisfaction (Y) through psychological well-being (M) obtained a t-statistic value of 2.729 which is greater than 1.96 ($2.729 > 1.96$), meaning that there is a significant mediation influence. The test results indicate that H6 is accepted, so that psychological well-being mediates the influence of organizational climate on job satisfaction.

b. Testing Hypothesis 7 (The Effect of Empowerment on Job Satisfaction Through Psychological Well-Being)

Based on Table 4.17, the indirect effect between empowerment (X2) on job satisfaction (Y) through psychological well-being (M) obtained a t-statistic value of 2.078 which is greater than 1.96 ($2.078 > 1.96$), meaning that there is a significant mediation effect. The test results indicate that H7 is accepted, so that psychological well-being mediates the effect of empowerment on job satisfaction.

3.2. Discussion

1) The Influence of Organizational Climate on Psychological Well-being

The test of the direct influence of the organizational climate variable (X1) on psychological well-being (M) obtained a t-statistic value of 5.543 which is greater than 1.96 ($5.543 > 1.96$) indicating that there is a significant influence with a positive relationship direction. The results of the hypothesis test mean that H1 is accepted, so that the organizational climate has a positive influence on the psychological well-being of employees with disabilities at PT Karya Difabel. The indication of this result is that the better the organizational climate of PT Karya Difabel, the psychological well-being of employees with disabilities will increase. Conversely, the worse the organizational climate of PT Karya Difabel, the psychological well-being of employees with disabilities will decrease.

The results are in accordance with the Psychological Well-Being Theory by Ryff (1989), namely that a person's psychological well-being is greatly influenced by the conditions of the social and organizational environment in which the individual works. A positive organizational climate characterized by support, warmth, fairness, and opportunities for development can strengthen dimensions of psychological well-being such as autonomy, environmental mastery, positive relations with others, and self-acceptance. For employees with disabilities at PT Karya Difabel, an inclusive and supportive organizational climate provides a sense of security, acceptance, and appreciation, thereby improving their mental and emotional well-being. Thus, the findings of this study strengthen the view of the psychological well-being theory, namely that a healthy and conducive social environment is a major factor in the formation of individual psychological well-being in the workplace.

The results of this study support the findings of previous studies, such as Mensah (2021), Yiming et al. (2024), and Rochma & Prameswari (2023), which demonstrated that organizational climate positively impacts psychological well-being. This indicates that the more positive an individual perceives the organizational climate, the higher their level of psychological well-being. A positive organizational climate is reflected in role clarity, open communication, fair treatment, and consistent support from superiors and coworkers. In such conditions, individuals feel emotionally secure, valued for their contributions, and have the space to express themselves. A conducive organizational climate also fosters a sense of belonging and a belief that the work environment supports personal and professional development. This creates a psychological balance characterized by feelings of satisfaction, calm, and motivation to continue achieving. Therefore, the better an individual's perception of the organizational climate, the greater the likelihood of employees experiencing high psychological well-being, as a positive organizational climate serves as a source of social and emotional support in dealing with work demands and psychological stress in the workplace.

2) The Influence of Empowerment on Psychological Well-being

The test of the direct influence of the organizational climate variable (X1) on psychological well-being (M) obtained a t-statistic value of 11.769 which is greater than 1.96 ($11.769 > 1.96$) indicating a significant influence with a positive relationship direction. The results of the hypothesis test mean that H2 is accepted, so that empowerment has a positive influence on the psychological well-being of employees with disabilities at PT Karya Difabel. The indication of this result is that the higher the empowerment provided by PT Karya Difabel, the psychological well-being of employees with disabilities will increase. Likewise, the lower the empowerment provided by PT Karya Difabel, the psychological well-being of employees with disabilities will decrease.

The results are in line with the Psychological Well-Being Theory proposed by Ryff (1989), which explains that a person's psychological well-being is influenced by the extent to which an individual feels they have control over their life, are able to develop themselves, and establish positive relationships with others. Empowerment carried out by organizations, such as providing trust, responsibility, and opportunities for employees to participate in decision-making, will strengthen the dimensions of autonomy, environmental mastery, and personal growth within individuals. For employees with disabilities at PT Karya Difabel, empowerment is a form of recognition of their abilities and potential, which ultimately increases self-confidence, meaning in life, and overall psychological well-being. Thus, the findings of this study strengthen the view of the psychological well-being theory, namely that support and empowerment in the work environment play an important role in shaping an individual's psychological well-being.

The results of this study support the findings of previous studies by Rahi (2021), Garcia & Bonavia (2021), and Tabansa et al. (2019), which demonstrated that empowerment positively impacts psychological well-being. This indicates that the higher the level of empowerment an

individual perceives, the better their psychological well-being. Empowerment encompasses feelings of control over their work, the opportunity to participate in decision-making, and confidence in their ability to complete tasks. When individuals perceive autonomy and real influence over their work environment, they experience increased self-confidence, meaning in their work, and inner satisfaction. A work environment that fosters empowerment fosters a sense of responsibility and a sense of meaningful purpose in their work. Therefore, the stronger the perceived empowerment, the greater the drive for employees to achieve optimal psychological well-being because they feel empowered, valued, and in control of their lives at work.

3) The Influence of Organizational Climate on Job Satisfaction

The test of the direct influence of the organizational climate variable (X1) on job satisfaction (Y) obtained a t-statistic value of 5.913 which is greater than 1.96 ($5.913 > 1.96$) indicating that there is a significant influence with a positive relationship direction. The results of the hypothesis test mean that H3 is accepted, so that the organizational climate has a positive effect on job satisfaction in employees with disabilities at PT Karya Difabel. The indication of this result is that the better the organizational climate of PT Karya Difabel, the job satisfaction of employees with disabilities will increase. Conversely, the worse the organizational climate of PT Karya Difabel, the job satisfaction of employees with disabilities will decrease.

The results are in accordance with Herzberg's Two-Factor Theory (1959), which explains that job satisfaction is influenced by two groups of factors: motivator factors and hygiene factors. In this study, organizational climate is included in the hygiene factors related to the work environment, relationships between coworkers, organizational policies, and support from superiors. If the organizational climate is conducive, fair, and supportive, employees will feel safe, valued, and comfortable in their work, thereby increasing their job satisfaction. Conversely, a negative organizational climate can lead to dissatisfaction due to the emergence of work stress, conflict, and discomfort in interactions. For employees with disabilities at PT Karya Difabel, a supportive organizational climate is an important factor in creating a sense of acceptance and worth in the workplace. Thus, the results of this study strengthen Herzberg's theory that good organizational conditions play a major role in increasing employee job satisfaction.

The results of this study support the findings of previous studies, such as Ozsoy (2022), Lintang & Rathakrishnan (2024), and Simanullang (2021), which demonstrated that organizational climate positively influences job satisfaction. This indicates that the more positive the organizational climate perceived by individuals, the higher their level of job satisfaction. A conducive organizational climate is reflected in harmonious relationships between employees, open communication, support from leaders, and clear work rules and responsibilities. In such conditions, employees feel valued and secure in carrying out their work. Employees who experience a positive organizational climate tend to have positive perceptions of their work and are satisfied with the results achieved. Therefore, the better

the organizational climate, the greater the level of job satisfaction experienced by individuals because their social, emotional, and professional needs are met through a supportive work environment.

4) The Effect of Empowerment on Job Satisfaction

The test of the direct influence of the empowerment variable (X2) on job satisfaction (Y) obtained a t-statistic value of 2.485 which is greater than 1.96 ($2.485 > 1.96$) indicating that there is a significant influence with a positive relationship direction. The results of the hypothesis test mean that H4 is accepted, so that empowerment has a positive influence on job satisfaction in employees with disabilities at PT Karya Difabel. The indication of this result is that the higher the empowerment provided by PT Karya Difabel, the job satisfaction of employees with disabilities will increase. Likewise, the lower the empowerment provided by PT Karya Difabel, the job satisfaction of employees with disabilities will decrease.

The results are consistent with Herzberg's Two-Factor Theory (1959), which states that job satisfaction is influenced by intrinsic motivational factors, such as achievement, recognition, responsibility, advancement, and the work itself. In this study, employee empowerment is part of the motivational factors because it is related to the provision of trust, responsibility, and opportunities for development. If employees feel empowered, they will feel meaning and control over their work, thus fostering a sense of satisfaction and being motivated to contribute more optimally. For employees with disabilities at PT Karya Difabel, empowerment is a form of recognition of their abilities and potential, which increases self-confidence while creating a more meaningful work experience. Thus, the results of this study strengthen Herzberg's theory that intrinsic factors such as empowerment are the main key in creating sustainable job satisfaction.

The results of this study support the findings of previous studies by Iskandar & Priyono (2023), Xiang et al. (2024), and Trillo et al. (2025), which demonstrated that empowerment positively impacts job satisfaction. This indicates that the higher the level of empowerment perceived by employees, the greater the level of job satisfaction they experience. Empowerment provides employees with the opportunity to control their work, participate in decision-making, and optimally utilize their abilities and creativity. This fosters a sense of pride and satisfaction with the work results achieved. Empowerment also strengthens a sense of competence and power, ultimately increasing satisfaction with the work environment and relationships with superiors and coworkers. Therefore, the stronger the empowerment implemented within an organization, the higher the job satisfaction experienced by employees because they feel involved, recognized, and trusted in carrying out their roles and responsibilities.

5) The Influence of Psychological Well-being on Job Satisfaction

The direct influence test of the psychological well-being variable (M) on job satisfaction (Y) obtained a t-statistic value of 2.298 which is greater than 1.96 ($2.298 > 1.96$) indicating a

significant influence with a positive relationship direction. The results of the hypothesis test mean that H5 is accepted, so that psychological well-being has a positive influence on job satisfaction in employees with disabilities at PT Karya Difabel. The indication of this result is that the higher the psychological well-being felt by employees with disabilities at PT Karya Difabel, the higher their job satisfaction will be. Likewise, the lower the psychological well-being felt by employees with disabilities at PT Karya Difabel, the lower their job satisfaction will be.

The results are in accordance with the Psychological Well-Being Theory by Ryff (1989), which explains that individuals with high levels of psychological well-being will have a positive view of themselves and their environment, feel able to control their lives, and have a purpose and meaning in work. Psychological well-being includes dimensions such as self-acceptance, environmental mastery, purpose in life, and positive relations with others, all of which contribute to individual satisfaction with the activities and roles they carry out. In this study, employees with disabilities who experience high psychological well-being at PT Karya Difabel are better able to adapt to the work environment and have enthusiasm and pride in the work they do. This positive psychological condition fosters a sense of satisfaction with their work, both emotionally and professionally. Thus, the results of this study strengthen the theory of psychological well-being, namely that psychological well-being is an important factor in determining a person's level of job satisfaction, especially in work environments that require social acceptance and support, such as for employees with disabilities.

The results of this study support the findings of previous studies by Park et al. (2023), Capone et al. (2022), and Doloksaribu et al. (2022), which demonstrated that psychological well-being positively impacts job satisfaction. This indicates that the higher the level of psychological well-being an individual experiences, the greater their level of job satisfaction. Psychological well-being reflects a state in which an individual feels happy, empowered, has a clear purpose in life, and is able to manage work pressure well. In this state, employees will view their work positively and feel satisfied with their contributions. High psychological well-being also makes individuals more capable of building good interpersonal relationships in the workplace and have an optimistic outlook on their career development. This ultimately increases job satisfaction because individuals feel fulfilled both emotionally and professionally. Therefore, the higher the level of psychological well-being, the greater the job satisfaction experienced because employees feel a balance between personal, social, and work demands.

6) The Role of Psychological Well-being in Mediating the Effect of Organizational Climate on Job Satisfaction

The test of the indirect effect of organizational climate variables (X1) on job satisfaction (Y) through the mediation of psychological well-being (M) obtained a t-statistic value of 2.729 which is greater than 1.96 ($2.729 > 1.96$) indicating that there is a significant mediation effect with a positive relationship direction. This result means that H6 is accepted, so that psychological well-being mediates the effect of organizational climate on job satisfaction in

employees with disabilities at PT Karya Difabel. The indication from this result is that a good organizational climate is able to improve psychological well-being positively, which ultimately increases the job satisfaction of employees with disabilities at PT Karya Difabel.

The results are consistent with Psychological Well-Being Theory and reinforced by Herzberg's Two-Factor Theory. According to the theory of psychological well-being, it is strongly influenced by the social and organizational conditions in which individuals interact. A supportive and fair work environment can increase feelings of worth, self-acceptance, and positive relationships with others, all of which are key dimensions of psychological well-being. Meanwhile, Herzberg's theory explains that a good organizational climate is included in hygiene factors which, if managed properly, will create work comfort and prevent dissatisfaction, and become the foundation for job satisfaction through improving employee psychological conditions. For employees with disabilities at PT Karya Difabel, a supportive and empathetic organizational climate plays a significant role in creating psychological well-being, which then gives rise to satisfaction with the work they perform. Thus, the results of this study support both theories, namely that psychological well-being is an important mechanism that mediates the influence of organizational climate on job satisfaction.

The results of this study align with those of Yiming et al. (2024), who demonstrated that psychological well-being mediates the relationship between organizational climate and job satisfaction. Good psychological well-being helps employees better manage stress, feel more valued, and are motivated to achieve organizational goals, leading to higher job satisfaction. Similarly, Mensah (2021) also states that psychological well-being plays a crucial role in strengthening the relationship between organizational climate and job satisfaction by improving employees' emotional and mental well-being. A positive organizational climate creates an environment that allows individuals to feel safe, valued, and meaningful in their work. This fosters high levels of psychological well-being, which ultimately increases job satisfaction and commitment to the organization. Therefore, the results of this study reinforce previous findings that psychological well-being is a result of a positive organizational climate and serves as a crucial bridge connecting the work environment with employee job satisfaction.

7) The Role of Psychological Well-being in Mediating the Effect of Empowerment on Job Satisfaction

The test of the indirect effect of the empowerment variable (X2) on job satisfaction (Y) through the mediation of psychological well-being (M) obtained a t-statistic value of 2.078 which is greater than 1.96 ($2.078 > 1.96$) indicating that there is a significant mediation effect with a positive relationship direction. This result means that H7 is accepted, so that psychological well-being mediates the effect of empowerment on job satisfaction in employees with disabilities at PT Karya Difabel. The indication from this result is that high empowerment can improve psychological well-being positively, which ultimately increases the job satisfaction of employees with disabilities at PT Karya Difabel.

The results are consistent with Psychological Well-Being Theory and are reinforced by Herzberg's Two-Factor Theory. According to the theory of psychological well-being, it is a condition in which an individual is able to develop their potential, have a sense of control over their environment, establish positive relationships with others, and feel a sense of purpose and meaning in life. Empowerment carried out by organizations can strengthen these aspects because through empowerment, individuals feel valued, trusted, and given the opportunity to develop according to their abilities. In line with this, Herzberg's theory explains that empowerment is included in the intrinsic motivator factors and can create job satisfaction by increasing motivation, responsibility, and a sense of achievement. For employees with disabilities at PT Karya Difabel, the empowerment provided increases self-confidence and self-esteem, while simultaneously creating better psychological well-being, which ultimately leads to job satisfaction. Thus, the results of this study support these two theories which emphasize that psychological well-being plays a mediating role that explains the positive relationship between empowerment and job satisfaction.

The results of this study align with Rahi's (2021) study, which states that psychological well-being can be a bridge between empowerment and job satisfaction. Psychological well-being can be an important mediator in this relationship. Employees who feel empowered tend to experience improvements in psychological aspects such as self-confidence, self-control, and emotional satisfaction, which then strengthen job satisfaction. Similarly, according to Gu et al. (2022), psychological well-being functions as an internal mechanism that bridges the influence of empowerment on job satisfaction. If employees feel empowered, they have the opportunity to participate and make decisions while experiencing an increased sense of competence and meaning in their work. This positive psychological state fosters feelings of satisfaction and happiness in carrying out their duties because employees feel able to control their work and make a real contribution to the organization. Thus, psychological well-being plays a crucial role in transforming the structural impact of empowerment into emotional experiences that enhance job satisfaction.

4. Conclusion

Based on the results of the analysis and discussion that has been carried out, several conclusions can be drawn as follows: Organizational climate has a positive effect on psychological well-being. These results indicate that the better the organizational climate at PT Karya Difabel, the better the psychological well-being of employees with disabilities. Empowerment has a positive impact on psychological well-being. These results indicate that the greater the empowerment provided by PT Karya Difabel, the greater the psychological well-being of employees with disabilities. Organizational climate has a positive effect on job satisfaction. These results indicate that the better the organizational climate of PT Karya Difabel, the higher the job satisfaction of employees with disabilities. Empowerment has a positive effect on job satisfaction. These results indicate that the higher the empowerment provided by PT Karya Difabel, the higher the job satisfaction of employees with disabilities. Psychological well-being has a positive effect on job satisfaction. These results indicate that

the higher the psychological well-being felt by employees with disabilities at PT Karya Difabel, the higher their job satisfaction will be. Psychological well-being mediates the influence of organizational climate on job satisfaction. These results indicate that a good organizational climate can positively improve psychological well-being, which ultimately increases the job satisfaction of employees with disabilities at PT Karya Difabel. Psychological well-being mediates the effect of empowerment on job satisfaction. These results indicate that high levels of empowerment can positively improve psychological well-being, ultimately increasing job satisfaction among employees with disabilities at PT Karya Difabel.

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