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The Influence of Psychological Behavior on Employee Outcomes with Mediating Variables of Working Culture, Safety Climate, Workplace Environment, Leader Style, Working Discipline and Moderating Working Endurance: Systematic Literature Review

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Abstract: This article synthesizes a literature review on the influence of psychological behavior on employee outcomes, considering the roles of working culture, safety climate, workplace environment, working discipline, and working endurance. The study employed a library research approach and a Systematic Literature Review (SLR) based on a review of national and international journals, academic books, and relevant scientific documents from 2020–2026. The analysis process included descriptive analysis, content analysis, bibliometric analysis, thematic analysis, and gap analysis. The results indicate that psychological behavior is related to motivation, work engagement, job attitude, stress response, commitment, and psychological resilience. Furthermore, working culture, safety climate, workplace environment, Leader Style and working discipline emerge as organizational mechanisms that shape work behavior and strengthen employee outcomes. Working endurance plays a crucial moderating role because employees' physical and mental abilities influence performance resilience under work pressure. This article emphasizes that previous research is still partial and has not integrated all variables into a comprehensive conceptual model. Therefore, this article produces a new conceptual framework and hypothetical directions for further research.

Keyword: Psychological Behaviour, Employee Outcomes, Working Culture, Safety Climate, Working Endurance.

INTRODUCTION

The increasingly dynamic business environment places human resources as a strategic factor in maintaining organizational sustainability. In the context of modern organizations, success is no longer determined solely by capital, technology, and operational systems, but also by the quality of the psychological behavior of the individuals working within them. Psychological behavior is a crucial construct because it represents how employees think, feel, and act when carrying out their duties. Performance, job satisfaction, retention, work quality,

and productivity, as reflected in employee outcomes, are significantly influenced by psychological conditions and the surrounding work environment.

Various studies indicate that the relationship between psychological behavior and employee outcomes is not entirely conclusive. Some studies find a significant positive effect, while others indicate that the relationship is influenced by organizational factors, safety climate, physical environment, the leader style, work discipline, and job retention. Therefore, a more comprehensive literature synthesis is needed to avoid discussing the relationships between variables in isolation.

This review article aims to: (1) map the development of research on psychological behavior and employee outcomes; (2) summarize the theories, dimensions, and key indicators of each variable; (3) examine relevant articles as a basis for developing hypotheses; and (4) building a new conceptual framework that can be used for subsequent empirical research. The focus of the discussion is in line with the structure of Chapters I to V which emphasize the research phenomena, theoretical basis, SLR method, analysis results, and research conclusions.

METHOD

This research employed a qualitative approach based on library research using the Systematic Literature Review (SLR) method. This approach was chosen to ensure a systematic, transparent, measurable, and replicable literature search process. The primary data sources were reputable national and international journals, academic books, proceedings, and other relevant scientific documents discussing psychological behavior, work culture, safety climate, workplace environment, work discipline, work endurance, and employee outcomes.

The literature search was conducted through Google Scholar, Mendeley, Scopus, Web of Science, ScienceDirect, SpringerLink, Garuda, Dimensions, and other relevant academic databases. The keywords used included a combination of the following terms: psychological behavior, employee outcomes, work culture, safety climate, workplace environment, leader style, work discipline, and work endurance. Articles were selected based on inclusion criteria: topic relevance, publication period 2020–2026, availability of full text, and source credibility. Duplicate, non-scientific, articles without full text, or articles off-topic were excluded from the analysis.

The data were analyzed through four main stages: descriptive analysis, content analysis, bibliometric analysis, and thematic analysis. The results were then integrated through gap analysis to identify theoretical, empirical, and methodological gaps. Based on Chapters III and IV, the literature selection process narrowed the initial collection of approximately 1,500 articles to approximately 112 primary articles suitable for analysis.

RESULTS AND DISCUSSION

Based on the literature review, psychological behavior variables are understood as cognitive, affective, and motivational processes reflected in work attitudes, engagement, energy, stress response, commitment, and psychological resilience. This dimension demonstrates that employee psychological behavior is not simply a reaction to work but rather an internal resource that influences the consistency, quality, and sustainability of performance.

In terms of employee outcomes, the literature positions productivity, job satisfaction, retention, safety outcomes, and performance quality as primary indicators. Employee outcomes serve as a measure of an organization's success in managing employee work behavior. Thus, the relationship between psychological behavior and employee outcomes is both direct and indirect through organizational mechanisms.

Work culture emerges as a system of values, norms, collaboration, communication, and employee engagement that shape collective work practices. A harmonious work culture tends to facilitate coordination, strengthen organizational identity, and encourage consistent positive

behavior. Safety climate, on the other hand, represents employee perceptions of leadership commitment, safety communication, hazard reporting, and adherence to safety procedures.

The workplace environment encompasses ergonomics, temperature, noise, supporting facilities, and workspace comfort. A good work environment strengthens focus, reduces fatigue, and increases satisfaction and productivity. Working discipline emphasizes adherence to time, standard operating procedures (SOPs), and work responsibilities. This variable is important because work discipline is the bridge between individual behavior and organizational performance.

Leader style refers to the approach and behavior used by leaders to influence, motivate, and guide employees toward organizational goals. It includes communication, decision-making, support, empowerment, and vision-setting capabilities. Effective leadership plays a crucial role in shaping positive psychological behaviour, strengthening working culture, enhancing safety climate, promoting working discipline, and creating a supportive workplace environment. Consequently, leader style is considered a strategic factor that directly and indirectly influences employee outcomes, including productivity, job satisfaction, retention, and overall performance.

Working endurance is positioned as a moderating variable because physical endurance, mental resilience, and adaptability to workload can strengthen or weaken the relationship between these variables. In a stressful work environment, endurance determines how well psychological behavior can be maintained to achieve optimal employee outcomes.

The following seven relevant articles form the basis for formulating hypotheses and forming conceptual models.

Table 1. Review Relevant Articles

No	Relevant Articles	Relevance to this Article
1	Bakker (2021)	Explains the relationship between work engagement and employee performance and reinforces the importance of psychological resources in work outcomes.
2	Bakker & Demerouti (2022)	Provides a theoretical basis for the JD-R to explain how job demands and resources influence employee output.
3	Clarke (2020)	Emphasizes the role of safety leadership in safety climate and employee output..
4	Awan & Tahir (2021)	Demonstrates the importance of work environment factors in supporting employee productivity.
5	Ahmed, Khan, & Ali (2022)	Links performance management and discipline systems to organizational outcomes.
6	Boksem (2020)	Discusses mental endurance and task performance as a basis for understanding work resilience.
7	Bass & Riggio (2021)	Explains the influence of transformational leadership in increasing motivation, commitment, positive work behavior, and employee outcomes through employee empowerment and inspiration
8	Northouse (2022)	Provides a theoretical foundation for various leadership styles and their influence on employee behavior, work culture, and employee outcomes.

Psychological Behavior on Employee Outcomes

Organizational behavior theory explains that individual behavior is influenced by internal and external factors, which then impact organizational effectiveness. From the JD-R perspective, psychological behavior is related to job demands and job resources. When employees are motivated, engaged, and resilient, they tend to produce higher productivity, improve work quality, and maintain a more stable satisfaction. Conversely, weak psychological behavior can easily lead to stress, decreased energy, and decreased work output.

Working Culture as a Mediating Path

A strong working culture fosters shared values, work norms, and communication patterns, making it easier for employees' psychological behavior to translate into productive work actions. Working culture also facilitates employee involvement in decision-making, streamlines team coordination, and creates a sense of belonging to the organization. Therefore, working culture can be positioned as a mediator explaining how employee psychological states translate into employee outcomes.

Safety Climate as a Mediating Path

Safety climate functions as a shared perception of safety priorities in the workplace. When management demonstrates a real commitment to OHS, employees feel safer, comply with procedures more effectively, and focus more on their primary tasks. This condition reduces work disruptions, accidents, and unproductive psychological burdens. Thus, a safety climate strengthens the relationship between psychological behavior and employee outcomes.

Workplace Environment as a Mediating Pathway

An ergonomic, noise-free, comfortable-temperature physical work environment, supported by adequate facilities, helps employees maintain concentration and work comfort. A good environment reduces fatigue and increases work vitality. Because psychological behavior is strongly influenced by energy and emotional states, the workplace environment serves as an important mediator bridging psychological behavior with work performance.

Working Discipline as a Mediating Pathway

Leadership style is understood as a leader's behavioral patterns in influencing, directing, and motivating employees to achieve organizational goals. An effective leadership style can increase employee motivation, commitment, and engagement, as well as strengthen work culture, safety climate, workplace environment, and work discipline. Therefore, leadership style is seen as a crucial factor influencing psychological behavior and employee outcomes in an organization.

Work discipline expresses an employee's ability to consistently comply with rules, maintain punctuality, and take responsibility for work results. Positive psychological behavior is more easily established because employees have a stable work orientation, strong commitment, and good self-control. Therefore, working discipline plays a role in explaining why certain psychological behaviors result in better employee outcomes.

Working Endurance as a Moderating Variable

Physical and mental endurance determine whether employees can maintain performance when facing high work pressure. Based on COR theory, individuals strive to maintain physical and psychological resources to remain able to cope with work demands. This means that the effect of psychological behavior on employee outcomes will be stronger when working endurance is high, and tends to weaken when endurance is low.

Conceptual Framework of the Research

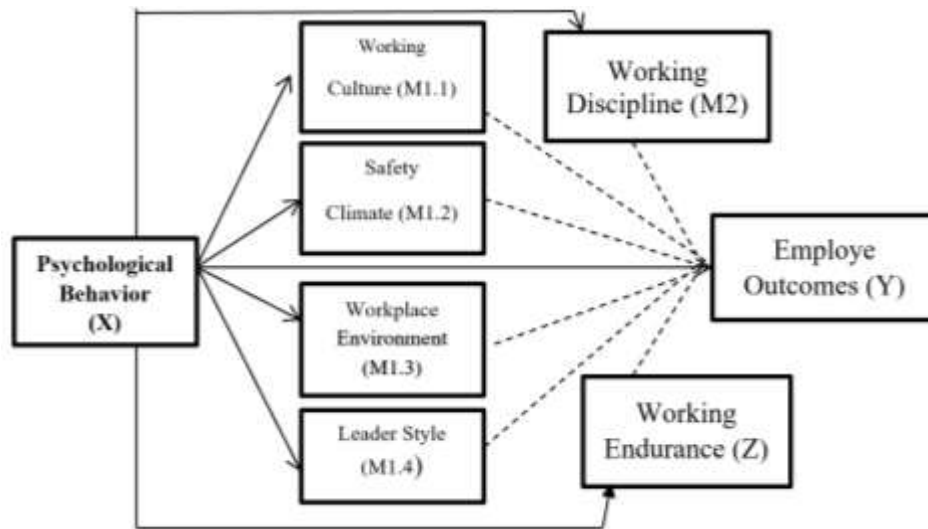


Figure 1. Conceptual Framework of The Review Article

This conceptual framework demonstrates that psychological behavior is the primary variable influencing employee outcomes. This relationship is strengthened by working culture, safety climate, workplace environment, and work discipline as mediating mechanisms, while working endurance acts as a moderating variable. This model also addresses the theoretical, empirical, and methodological gaps still apparent in previous studies.

Based on the literature synthesis, this model can serve as a basis for hypothesis testing in subsequent research. In general, the following hypotheses can be formulated: psychological behavior influences employee outcomes; working culture, safety climate, workplace environment, and work discipline positively influence employee outcomes; and working endurance strengthens this relationship.

CONCLUSION

1. This research confirms that psychological behavior is a core construct influencing employee outcomes.
2. Working culture, safety climate, workplace environment, leader style, and work discipline clarify the organizational mechanisms that channel these influences.
3. Working endurance plays a significant role as a moderating variable that determines the stability of employee performance under work pressure.
4. Previous studies have been partial and have not integrated all variables into a comprehensive conceptual model.
5. This article produces a new conceptual framework that can be used as a basis for hypotheses and subsequent empirical research.
6. Leader style refers to the way leaders influence, direct, and motivate employees to achieve organizational goals. Effective leadership enhances psychological behaviour, strengthens working culture, and contributes to better employee outcomes.

Suggestions

1. Further research is recommended to quantitatively test this conceptual model using SEM or PLS-SEM approaches.
2. Future researchers can add other variables such as leadership style, compensation, burnout, work-life balance, and organizational commitment.

3. For practitioners, organizations need to strengthen work culture, occupational safety, work environment ergonomics, and discipline and endurance training to improve employee outcomes

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