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Employee Outcomes dalam Perspektif Psychological Behaviour: Systematic Literature Review

Rusman¹, Supardi²¹Faculty of Economics and Business, Universitas Bhayangkara Jakarta Raya, Indonesia, rusmanse4@gmail.com²Faculty of Economics and Business, Universitas Bhayangkara Jakarta Raya, Indonesia, supardi.tahir@gmail.comCorresponding Author: rusmanse4@gmail.com¹

Abstract: This study reviews the relationship between psychological behaviour and employee outcomes and examines the possible roles of working culture, safety climate, workplace environment, working discipline, and working endurance within an integrated conceptual model. A Systematic Literature Review (SLR) approach was applied, with reporting aligned with PRISMA 2020 principles. The source manuscript documented approximately 1,500 records at the identification stage and approximately 112 studies in the final synthesis; however, complete intermediate screening counts were not retained and are therefore not reconstructed. The synthesis indicates that psychological behaviour is best treated as an umbrella construct covering work-related psychological states and processes, including motivation, engagement, work attitudes, stress responses, commitment, and resilience. Evidence supports a conceptual association between psychological resources and employee outcomes, while the proposed mediation and moderation mechanisms remain heterogeneous and require empirical testing. The review therefore develops a cautious conceptual framework and identifies priorities for future research.

Keywords: Psychological Behaviour, Employee Outcomes, Working Culture, Safety Climate, Working Endurance

INTRODUCTION

Rapid changes in business environments, digitalization, productivity pressures, and increasing attention to occupational health and safety have made employee outcomes a central concern in contemporary organizations. Organizational effectiveness is no longer determined solely by capital, technology, and operating systems; it also depends on how employees think, feel, and behave while performing their work. Employee outcomes—including task performance, productivity, work quality, job satisfaction, retention-related outcomes, and safety outcomes—emerge from the interaction between individual psychological conditions and the organizational context.

The relationship between work-related psychological states and employee outcomes is not always uniform. Motivation, work engagement, commitment, resilience, and constructive work attitudes may support performance, whereas excessive strain, stress responses, and depleted resources may undermine it. The Job Demands–Resources perspective provides a useful basis for explaining these processes because job demands may deplete energy while job and personal resources can sustain motivation, engagement, and performance (Bakker, Demerouti, & Sanz-Vergel, 2023).

Three specific research gaps motivate this review. First, psychological constructs are frequently examined separately, making it difficult to distinguish the contributions of motivation, engagement, stress, commitment, and resilience. Second, organizational factors such as working culture, safety climate, workplace environment, and working discipline are often treated as direct predictors, while formal mediation mechanisms are not consistently tested. Third, working endurance has not yet achieved a well-established conceptual position as a moderator of employee outcomes. Accordingly, this review aims to clarify the constructs, synthesize the reported relationships, distinguish empirical findings from proposed pathways, and develop a framework for subsequent empirical testing.

Literature Review

Psychological Behaviour and Employee Outcomes

In this review, psychological behaviour is not treated as a single psychometric variable. Instead, it is used as an umbrella concept that organizes work-related psychological states and processes, particularly motivation, work engagement, work attitudes, stress responses, commitment, and psychological resilience. These dimensions should be operationalized separately with validated instruments in future empirical research rather than assumed to be interchangeable.

Employee outcomes refer to individual-level results that reflect work effectiveness and employee experience. They may include task performance, productivity, quality, job satisfaction, retention or turnover-related outcomes, and safety outcomes. Because these outcomes differ conceptually and operationally, the direction and magnitude of relationships with psychological variables may also vary across studies.

Organizational Mechanisms

Working culture refers to shared values, norms, communication patterns, and collective practices that guide workplace behaviour. Safety climate concerns employees' shared perceptions regarding the priority assigned to safety, including management commitment, safety communication, hazard reporting, and procedural compliance. Workplace environment includes physical and ergonomic conditions such as temperature, noise, facilities, workspace design, and comfort. Working discipline reflects consistent adherence to time requirements, standard operating procedures, rules, and work responsibilities. Working endurance refers to the capacity to sustain physical and mental functioning under prolonged or demanding work conditions.

METHOD

Review Design and Reporting Guideline

This study used a Systematic Literature Review approach. The revised reporting is aligned with PRISMA 2020 principles, particularly regarding information sources, search strategy, study selection, study characteristics, and limitations. PRISMA is used here as a reporting guideline; it is not presented as evidence that every stage of the original review was completely documented (Page et al., 2021a; Page et al., 2021b).

Information Sources and Search Strategy

The source manuscript identified Google Scholar, Scopus, Web of Science, ScienceDirect, SpringerLink, Garuda, Dimensions, and other relevant academic sources, focusing primarily on publications from 2020 to 2026. Mendeley is treated in the revised manuscript as a reference-management tool rather than a bibliographic database. Search concepts combined terms related to psychological behaviour, psychological resources, work engagement, motivation, resilience, employee outcomes, performance, productivity, job satisfaction, retention, safety outcomes, working culture, safety climate, workplace environment, working discipline, and working endurance. Because the original files do not preserve database-specific search dates and complete search strings, those details are not retrospectively fabricated and are reported as a reproducibility limitation.

Eligibility Criteria

Component	Inclusion criteria	Exclusion criteria
Topic	At least one work-related psychological construct and one employee outcome or organizational mechanism.	Unrelated to organizational behaviour/HRM or without employee-level outcomes.
Period	2020–2026 for the main synthesis; older foundational theory where necessary.	Outside the period without a clear theoretical role.
Source type	Peer-reviewed scientific articles; academic books for theory and definitions.	Promotional materials, blogs, non-scientific opinion, or incomplete bibliographic sources.
Access	Full text available for assessment.	Abstract or metadata only.
Language	English or Indonesian.	Other languages that could not be assessed reliably.

Study Selection and Screening Documentation

The source manuscript reports approximately 1,500 initial records and approximately 112 studies retained for the final synthesis. However, the available documentation does not preserve the exact number of duplicates removed, records remaining after title and abstract screening, full-text articles assessed, or exclusions with reasons. To preserve research integrity, the revised manuscript does not estimate or invent these intermediate counts. A future update should export the search history and screening log so that a complete PRISMA flow diagram can be reported.

Data Extraction, Quality Appraisal, and Synthesis

Relevant extraction fields include publication year, country or research context, research design, sample, focal constructs, type of employee outcome, direction of findings, and whether mediation or moderation was explicitly tested. The original manuscript does not preserve an auditable extraction sheet for all 112 studies and does not document a formal quality-appraisal instrument or inter-rater resolution procedure. Therefore, the revised article does not claim that a formal risk-of-bias assessment was completed. Evidence was synthesized narratively and thematically. The earlier claim of bibliometric analysis was removed because no verifiable network analysis, keyword co-occurrence map, citation map, or other bibliometric output was available.

RESULTS AND DISCUSSION

Conceptual Definition of the Constructs

Construct	Working definition	Role in the proposed model
Psychological behaviour	Umbrella concept for work-related psychological states/processes: motivation, engagement, attitudes, stress responses, commitment, and resilience.	Conceptual predictor (X); dimensions require separate validation.
Employee outcomes	Individual-level results including performance, productivity, quality, satisfaction, retention-related outcomes, and safety outcomes.	Outcome (Y).
Working culture	Shared values, norms, communication, collaboration, and collective work practices.	Potential mediator.
Safety climate	Shared perceptions of organizational safety priorities and practices.	Potential mediator.
Workplace environment	Physical, ergonomic, and facility-related working conditions.	Potential mediator or alternative antecedent.
Working discipline	Consistency in complying with time, rules, SOPs, and responsibilities.	Potential mediator or independent predictor.
Working endurance	Capacity to sustain functioning under physical and mental demands.	Proposed moderator (Z).

Psychological Behaviour and Employee Outcomes

The reviewed literature provides a theoretical basis for an association between work-related psychological resources and employee outcomes. Within JD-R theory, job and personal resources may support motivational processes and engagement, whereas excessive demands may trigger a health-impairment process. This supports a family of psychological–outcome relationships rather than a single universal effect. It also means that motivation, engagement, commitment, resilience, and stress should not be collapsed into one score without construct validation.

Causal language should also be used cautiously. Cross-sectional studies may demonstrate association but cannot establish temporal ordering. Consequently, this review uses terms such as “is associated with,” “is related to,” and “is hypothesized to influence” unless the design of a primary study supports a stronger inference.

Organizational Mechanisms and Competing Explanations

Proposed pathway	Theoretical rationale	Interpretation of the evidence
Psychological behaviour → Working culture → Employee outcomes	Psychological states may influence participation and interaction, while culture provides shared norms for behaviour.	Culture is associated with outcomes, but mediation should not be assumed unless an indirect effect is tested.
Psychological behaviour → Safety climate → Employee outcomes	Safety perceptions may shape attention, compliance, and safety behaviour.	Safety climate has a strong theoretical basis, but its mediator role requires direct testing.
Psychological behaviour → Workplace environment → Employee outcomes	Physical conditions affect comfort, fatigue, and concentration.	Environment is often an antecedent; alternative causal ordering should be compared.
Psychological behaviour → Working discipline → Employee outcomes	Self-regulation and commitment may be related to consistent compliance.	Discipline may be a mediator, behavioural outcome, or independent predictor depending on design.
Working endurance × Psychological behaviour → Employee outcomes	Endurance may sustain functioning when work demands are high.	The moderation proposition is theoretically plausible but requires an explicit interaction test.

Inconsistent and Non-Positive Findings

The literature should not be interpreted as uniformly positive. Relationships may weaken under excessive job demands, inadequate organizational resources, measurement overlap, or common-method bias. In addition, workplace environment and culture may have reciprocal relationships with psychological states: context can shape employees' psychological conditions, while collective employee behaviour can also shape perceptions of the work context. These possibilities support the use of longitudinal, multi-wave, multilevel, and competing-model designs in future research.

Study Characteristics Required for a Reproducible Update

The reviewer requested a systematic presentation of the 112 studies by publication year, country or research context, method, sample, variables, and main findings. The individual extraction records needed to produce those distributions are not contained in the source files available for this revision. Rather than fabricate study-level data, the following fields are specified as mandatory for the next auditable extraction: publication year; country and sector; research design; sample size and characteristics; construct definitions and instruments; direction and magnitude of findings; mediation/moderation tests; and quality-appraisal results.

Conceptual Framework And Hypotheses

The framework developed from the synthesis should be interpreted as a proposed model rather than as relationships already proven by the review. The direct pathway represents the principal psychological behaviour–employee outcomes association. Working culture, safety climate, workplace environment, and working discipline represent potential mediation

pathways, while working endurance is proposed as a moderator of the direct relationship. These roles require empirical testing and comparison with plausible alternative models.

Hypotheses for Empirical Testing

H1: Psychological behaviour, operationalized through validated psychological dimensions, is associated with employee outcomes.

H2: Working culture mediates the relationship between psychological behaviour and employee outcomes.

H3: Safety climate mediates the relationship between psychological behaviour and employee outcomes.

H4: Workplace environment mediates the relationship between psychological behaviour and employee outcomes; an alternative model positioning workplace environment as an antecedent should also be tested.

H5: Working discipline mediates the relationship between psychological behaviour and employee outcomes; an alternative model positioning discipline as an independent predictor should also be tested.

H6: Working endurance moderates the direct relationship between psychological behaviour and employee outcomes, such that the strength of the relationship differs across levels of endurance.

CONCLUSION

This review indicates that work-related psychological processes have a strong theoretical relationship with employee outcomes, but psychological behaviour requires more precise conceptualization. Motivation, engagement, work attitudes, stress responses, commitment, and resilience are distinct constructs and should not be merged into a single measure without evidence of construct validity. Working culture, safety climate, workplace environment, and working discipline are conceptually relevant to employee outcomes, but their proposed roles as mediators cannot be regarded as established findings on the basis of the available review documentation. Working endurance is likewise better treated as a proposed moderator requiring direct interaction testing.

The principal contribution of the revised article is the explicit separation of synthesized evidence from conceptual propositions. The framework can guide future empirical research but should not be interpreted as proof of causal relationships. Longitudinal or multi-wave designs, SEM or PLS-SEM with formal indirect-effect and interaction tests, and comparisons of alternative causal models are recommended.

Limitations

The main limitations are the absence of a complete screening log for reconstructing all PRISMA counts, the lack of an auditable study-level extraction sheet for the 112 studies in the available source files, and the absence of documented quality-appraisal and inter-rater procedures. The review may also be affected by publication bias, database-coverage bias, heterogeneous construct definitions, contextual variation across industries, and the prevalence of cross-sectional designs. Because no meta-analysis was conducted, the article does not provide a pooled effect size and cannot infer an aggregate magnitude of effect.

Recommendations

A future update should rerun the search using documented database-specific dates and search strings, maintain a complete deduplication and screening log, apply an appropriate study-quality appraisal tool, and present a study-characteristics table for every included article. Meta-analysis may be considered if the evidence is sufficiently homogeneous. Empirical

testing of the conceptual model should separate psychological constructs, establish temporal ordering, and evaluate mediation and moderation using appropriate statistical procedures.

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