

**PENGARUH SELF-ESTEEM DAN PERCEIVED ORGANIZATIONAL SUPPORT TERHADAP EMPLOYEE WELL-BEING DOSEN DENGAN SELF-REGULATION DAN PSYCHOLOGICAL CLIMATE SEBAGAI VARIABEL INTERVENING SERTA WORKLOAD SEBAGAI VARIABEL MODERASI DI PERGURUAN TINGGI SWASTA KOTA PEKANBARU**

**ABSTRAK**

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**Abstrak:** *Employee well-being* merupakan isu strategis dalam pengelolaan sumber daya manusia di perguruan tinggi, khususnya pada perguruan tinggi swasta yang menghadapi tuntutan kinerja akademik dan administratif yang semakin kompleks. Penelitian ini bertujuan untuk menganalisis pengaruh *Self-Esteem* dan *Perceived Organizational Support* terhadap *Employee Well-being* dosen, dengan *Self-Regulation* dan *Psychological Climate* sebagai variabel intervening, serta *Workload* sebagai variabel moderasi pada perguruan tinggi swasta di Kota Pekanbaru. Penelitian ini menggunakan pendekatan kuantitatif eksplanatori dengan desain kausalitas teoretis. Teknik pengambilan sampel dilakukan secara *random sampling* terhadap dosen perguruan tinggi swasta di Kota Pekanbaru, dengan jumlah responden sebanyak 384 dosen. Data dianalisis menggunakan *Structural Equation Modeling–Partial Least Squares* (SEM-PLS) untuk menguji pengaruh langsung, tidak langsung (mediasi), dan efek moderasi antarvariabel penelitian. Hasil penelitian menunjukkan bahwa *Perceived Organizational Support* dan *Self-Regulation* berpengaruh positif dan signifikan terhadap *Employee Well-being*, sedangkan *Self-Esteem* tidak berpengaruh signifikan secara langsung terhadap *Employee Well-being*. *Self-Esteem* terbukti berpengaruh positif dan signifikan terhadap *Psychological Climate* dan *Self-Regulation*. Selain itu, *Psychological Climate* dan *Self-Regulation* berperan sebagai mediator dalam hubungan antara *Perceived Organizational Support* dan *Employee Well-being*, serta *Psychological Climate* memediasi hubungan antara *Self-Esteem* dan *Employee Well-being*. Namun, *Self-Regulation* tidak memediasi hubungan antara *Self-Esteem* dan *Employee Well-being*. Hasil uji moderasi menunjukkan bahwa *Workload* tidak berperan sebagai variabel moderasi dalam hubungan antara *Self-Esteem* maupun *Perceived Organizational Support* terhadap *Employee Well-being*. Temuan penelitian ini menegaskan bahwa peningkatan kesejahteraan dosen di perguruan tinggi swasta lebih efektif dicapai melalui penguatan dukungan organisasi, pengembangan iklim psikologis yang positif, dan peningkatan kemampuan regulasi diri dosen, dibandingkan hanya mengandalkan faktor psikologis individual. Penelitian ini memberikan kontribusi teoretis dalam pengembangan model *employee well-being* berbasis psikologi organisasi serta implikasi praktis bagi manajemen perguruan tinggi dalam merancang kebijakan peningkatan kesejahteraan dosen secara berkelanjutan.

**Kata Kunci:** *Self-Esteem, Perceived Organizational Support, Self-Regulation, Psychological Climate, Workload, Employee Well-being.*

**THE INFLUENCE OF SELF-ESTEEM AND PERCEIVED ORGANIZATIONAL SUPPORT ON LECTURER WELL-BEING WITH SELF-REGULATION AND PSYCHOLOGICAL CLIMATE AS INTERVENING VARIABLES AND WORKLOAD AS A MODERATING VARIABLE AT PRIVATE UNIVERSITIES IN PEKANBARU CITY**

**ABSTRACT**

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***Abstract:** Employee well-being has become a strategic issue in human resource management in higher education institutions, particularly in private universities that face increasingly complex academic and administrative performance demands. This study aims to analyze the effects of Self-Esteem and Perceived Organizational Support on lecturers' Employee Well-being, with Self-Regulation and Psychological Climate as intervening variables and Workload as a moderating variable in private universities in Pekanbaru City. This study employs a quantitative explanatory approach with a theoretical causal research design. The sampling technique used was random sampling, involving 384 lecturers from private universities in Pekanbaru City. Data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) to examine direct effects, indirect (mediating) effects, and moderating effects among the research variables. The results indicate that Perceived Organizational Support and Self-Regulation have a positive and significant effect on Employee Well-being, whereas Self-Esteem does not have a significant direct effect on Employee Well-being. However, Self-Esteem was found to have a positive and significant effect on Psychological Climate and Self-Regulation. Furthermore, Psychological Climate and Self-Regulation serve as mediating variables in the relationship between Perceived Organizational Support and Employee Well-being, while Psychological Climate also mediates the relationship between Self-Esteem and Employee Well-being. In contrast, Self-Regulation does not mediate the relationship between Self-Esteem and Employee Well-being. The moderation analysis reveals that Workload does not function as a moderating variable in the relationship between Self-Esteem and Employee Well-being, nor between Perceived Organizational Support and Employee Well-being. These findings emphasize that enhancing lecturers' well-being in private universities is more effectively achieved through strengthening organizational support, fostering a positive psychological climate, and developing lecturers' self-regulation capacities, rather than relying solely on individual psychological factors. This study contributes theoretically to the development of an employee well-being model grounded in organizational psychology and provides practical implications for higher education management in designing sustainable policies to improve lecturers' well-being.*

*Keywords:* Self-Esteem, Perceived Organizational Support, Self-Regulation, Psychological Climate, Workload, Employee Well-being.

