

Creating a positive climate: Pathways to workplace well-being and commitment

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Abstract. The mining industry is characterized by demanding work environments that may significantly influence employees' perceptions, attitudes, and retention. This study examines the relationship between organizational climate and turnover intention, with workplace well-being as a mediating variable, among employees from various mining corporations in Indonesia. Using a quantitative, cross-sectional survey design, data were collected from 202 employees representing various operational and administrative divisions. Path analysis was employed to test the hypothesized relationships. The results indicate that organizational climate has a significant negative effect on turnover intention and a significant positive effect on workplace well-being. Workplace well-being, in turn, shows a significant negative effect on turnover intention but not sufficient to mediate the relationship between organizational climate and turnover intention. These findings highlight the critical role of fostering a positive organizational climate to enhance workplace well-being and reduce turnover intention. Practical implications and recommendations for organizational policies aimed at employee retention are discussed.

1 Introduction

Human resources are a crucial asset in any organization, as a company's success is strongly influenced by the quality and sustainability of its workforce. However, high turnover intention remains a serious challenge for many organizations. Turnover intention reflects an employee's tendency to leave the organization, which can have negative consequences such as increased recruitment costs, loss of organizational knowledge, and reduced productivity. Therefore, it is essential to understand the factors that influence turnover intention so organizations can manage it effectively.

The mining industry represents a particularly important context in which to study turnover intention due to its unique organizational and occupational characteristics. Mining work is physically demanding, highly hazardous, and often performed in remote or isolated environments. These working conditions can contribute to psychological strain, health concerns, and work-life conflicts, which in turn elevate the risk of employee dissatisfaction and withdrawal.

One key factor believed to influence turnover intention is organizational climate. Organizational climate refers to the shared perceptions of employees regarding

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organizational policies, practices, and procedures [1]. A positive organizational climate can create a sense of security, support, and opportunities for development, thereby reducing employees' intention to leave. Conversely, a negative organizational climate—characterized by a lack of fairness, poor communication, or unsupportive leadership—can increase turnover intention.

Recent research has also emphasized the importance of workplace well-being as a psychological factor that may mediate the relationship between organizational climate and turnover intention. Workplace well-being is a multidimensional construct that reflects how employees flourish at work through positive relationships, meaningful work, and opportunities for personal growth [2]. Employees who perceive a supportive organizational climate tend to report higher levels of workplace well-being, which in turn reduces their tendency to leave. Thus, workplace well-being functions as a psychological mechanism that helps explain how organizational climate affects turnover intention.

Several previous studies have reported significant relationships among organizational climate, workplace well-being, and turnover intention. However, research gaps remain, particularly in specific contexts such as labor-intensive industries, the mining sector, and different workforce generations. Therefore, this study aimed to analyze the influence of organizational climate on turnover intention, with workplace well-being as a mediating variable in the mining sector. The findings are expected to contribute theoretically to the development of organizational behavior research and provide practical implications for organizations in designing effective human resource management strategies.

2 Method

This study employed a quantitative, non-experimental design. Turnover intention served as the dependent variable, organizational climate as the independent variable, and workplace well-being was proposed as the mediator. Data were collected through an online survey using purposive sampling.

2.1 Participants

Data were collected from 202 participants. The inclusion criterion was a minimum of one year of work experience in the mining industry, while gender, age, marital status, and location were not restricted. Participants' ages ranged from 20 to 55 years ($M = 31$). Demographic analysis showed that the sample consisted of 126 males and 76 females, with 102 married and 100 single participants. Working tenure ranged from 1 to 30 years ($M = 7$).

2.2 Research Instrument

Organizational climate was measured using the CLIOR short scale developed by Suárez et al. [3], consisting of 15 items. This instrument identifies six factors that influence organizational climate: cooperation, work organization, relationships, innovation, participation, and attachment to the job. In the present study, the CLIOR demonstrated Cronbach's alpha reliability coefficient of 0.865. Participants were asked to rate their level of agreement with the items (e.g., "*My relationship with my supervisor is good*") on a five-point Likert scale ranging from 1 (*Strongly Disagree*) to 5 (*Strongly Agree*).

Turnover intention was measured using the TIS-14 scale developed by Jacobs and Roodt [4], which consists of 14 items. The scale was adapted into Indonesian by Ardiansyah and Hidayah [5]. It is divided into three aspects: personal, characteristic, and

organizational. In this study, the TIS-14 scale showed a reliability coefficient of 0.874. Participants rated their agreement with the items (e.g., “*I am considering leaving my current job*”) using a seven-point Likert scale, ranging from 1 (*Never*) to 7 (*Always*).

Workplace well-being was measured using the Workplace Well-Being Scale developed by Bartels et al. [2]. The scale consisted of 8 items reflecting the interpersonal and intrapersonal dimensions of workplace well-being. Participants rated their agreement with the items (e.g., “*I am emotionally energized at work*”) on a five-point Likert scale ranging from 1 (*Strongly Disagree*) to 5 (*Strongly Agree*).

2.3 Data Analysis Techniques

Data was analyzed using Jamovi for Windows. Correlation analysis was conducted to examine the relationships between the research variables (organizational climate and workplace well-being) and the demographic variables (age and working tenure) with the dependent variable (turnover intention). Mediation analysis and path analysis were then performed to explore the role of the mediator variable. Additional analyses involved independent-samples *t*-tests to examine differences in the research variables based on demographic characteristics (gender and marital status).

3 Result

Data analysis showed that each of the research variables was significantly correlated with turnover intention. Organizational climate, workplace well-being (WWB), working tenure, and participants’ age all demonstrated negative correlations. Among these variables, organizational climate showed the strongest correlation. Working tenure and participants’ age did not have significant correlations with either organizational climate or workplace well-being. The results are presented in Table 1.

In addition, significant differences were found in organizational climate, workplace well-being, and turnover intention scores between male and female participants. Female participants reported higher turnover intention (*M* = 56.5) than male participants (*M* = 47.3). Conversely, male participants scored higher on organizational climate and workplace well-being (*M* = 60.4 and *M* = 33.2, respectively) compared to female participants (*M* = 57.5 and *M* = 31.5, respectively).

Significant differences were also observed by marital status in organizational climate, workplace well-being, and turnover intention. Married participants reported lower turnover intention (*M* = 46.0) than unmarried participants (*M* = 55.7). However, married participants scored higher on organizational climate (*M* = 60.4) and workplace well-being (*M* = 33.5) compared to unmarried participants (*M* = 58.3 and *M* = 31.7, respectively).

Table 1. Correlation Matrix

	CLIMATE	WWB	TENURE	AGE
TURNOVER	-0.439***	-0.322***	-0.193**	-0.185**
CLIMATE	-	0.633***	0.025	0.008
WWB	0.633***	-	0.028	0.075

Note. * *p* < .05, ** *p* < .01, *** *p* < .001

However, the mediation analysis revealed that workplace well-being was not sufficient to mediate the relationship between organizational climate and turnover intention (*p* < .05),

as presented in Table 2. The indirect effect also accounted for only a small proportion compared with the direct effect.

Table 2. Mediation Estimates					
Effect	Estimate	SE	Z	p	%Mediation
Indirect	-0.0331	0.0967	-0.342	0.732	5.08
Direct	-0.6184	0.1326	-4.665	< .001	94.92
Total	-0.6514	0.0850	-7.664	< .001	100.00

The path analysis showed that organizational climate significantly predicted both workplace well-being (WWB) and turnover intention. However, workplace well-being was not a significant predictor of turnover intention. Therefore, it was concluded that the indirect effect of organizational climate on turnover intention was not present, and only the direct effect of organizational climate on turnover intention was supported in this model.

Table 3. Path Estimates				
	Estimate	SE	Z	p
CLIMATE → WWB	0.4222	0.0390	10.831	< .001
WWB → TURNOVER	-0.0783	0.2288	-0.342	0.732
CLIMATE → TURNOVER	-0.6184	0.1326	-4.665	< .001

4 Discussion

This study showed that organizational climate was a strong predictor of turnover intention. This result was in line with previous studies [6,7] which found that organizational climate dimensions were negatively correlated with employee turnover intentions, and that all dimensions of organizational climate negatively affected turnover intentions. A positive organizational climate (e.g., clear communication, fairness, supervisor support, and recognition) made employees feel valued, which reduced dissatisfaction and intention to quit [8]. A healthy organizational climate also enhances psychological and social well-being. Employees who experienced greater well-being reported lower burnout and a reduced intention to leave [9].

Workplace well-being was significantly correlated with turnover intention in this study. Workplace well-being acted as a buffer against job stress and burnout, which were major predictors of turnover intention. Employees who felt mentally and emotionally healthy were more resilient and less likely to quit [10]. Workplace well-being and engagement mediated the relationship between job stress and turnover intention; employees with higher well-being were more engaged and less inclined to leave [11].

However, this study demonstrated that workplace well-being was not sufficient to act as a mediator in the relationship between organizational climate and turnover intention. Organizational climate appeared to have a strong direct effect on turnover intention, leaving little variance for workplace well-being to explain. Moreover, workplace well-being in this study was measured using a eudaimonic approach that captured two dimensions: interpersonal well-being and intrapersonal well-being. Eudaimonic well-being assessed whether employees felt that their work contributed to personal growth, fulfillment, and alignment with values. In this case, workplace well-being was significantly correlated

with turnover intention but did not “carry” the effect of climate. This suggested no mediation—organizational climate influenced turnover intention through other mechanisms such as job satisfaction, commitment, or perceived support. On the other hand, this did not mean that eudaimonic measurement was unimportant. Eudaimonic well-being has been shown to better predict long-term performance and resilience than hedonic measures such as job satisfaction. Employees who reported higher meaning and purpose in their work showed stronger engagement, greater commitment, and lower turnover intention [12].

In addition, this study also found that demographic variables such as age, working tenure, gender, and marital status affected turnover intention. Younger workers tended to have higher turnover intentions, as they often sought career exploration, growth, and mobility [13]. They also had fewer financial and family responsibilities, making job changes less risky. In contrast, older workers preferred job security and stability, making them less inclined to quit. They had typically developed social bonds, organizational knowledge, and career investments that discouraged turnover [14]. Married employees often valued job stability due to financial responsibilities and family commitments, while single employees had greater flexibility to pursue new opportunities, relocate, or take risks in changing jobs.

The limitation of this study was although this study involved participants from the mining industry, it did not restrict their work locations or job positions. As a result, the findings may not fully capture the influence of specific organizational settings, hierarchical levels, or site-related characteristics within the mining sector, which could affect the generalizability of the results. Also perhaps it causing the insignificant effect between workplace wellbeing and turnover intention.

5 Conclusion

Organizational climate and workplace wellbeing has negative significant correlation with turnover intention. Organizational climate also affects workplace wellbeing. But, the path analysis shows workplace wellbeing is not sufficient to act as a mediator variable in the relationship between organizational climate and turnover intention.

6 Implication

It is necessary for companies to foster organizational climate by providing good cooperation, relations, organizations and participation to gather higher levels of commitment and engagement among the employees. As discussed before, organizational climate can act as buffer stress that may arise from pressure and workload in the company. Meanwhile for future research, it is also needed to measure workplace wellbeing not only using eudaimonic perspectives, but also from hedonic perspectives, such as job satisfaction, to compare whether the side of wellbeing is more dominant in the role.

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