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The Influence of Employees' Well-Being on Work Engagement at PTPN IV

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Abstract

This study aims to examine the effect of employee well-being on work engagement among executive-level employees of PTPN IV prior to the organizational merger implemented in 2023. Employee well-being is conceptualized as a multidimensional construct comprising life well-being, psychological well-being, and workplace well-being, while work engagement is defined as a positive psychological state characterized by vigor, dedication, and absorption. This study employed a quantitative, cross-sectional research design using survey data. The research population consisted of 250 permanent executive employees of PTPN IV, from which 164 respondents were selected using purposive sampling based on the criterion of having worked for at least one year prior to the merger. Data were collected using the Employee Well-Being Scale (EWBS) and the Utrecht Work Engagement Scale (UWES) and analyzed using multiple linear regression with IBM SPSS version 27. The results indicate that employee well-being has a significant simultaneous effect on work engagement. Partial analysis reveals that psychological well-being and workplace well-being significantly influence work engagement, whereas life well-being does not show a significant effect. These findings highlight the importance of psychological stability and supportive workplace conditions in fostering employee engagement. The study suggests that government-owned enterprises should prioritize psychological health initiatives, strengthen supportive organizational cultures, and enhance institutional support systems to improve employee engagement and organizational effectiveness.

Keywords: psychological well-being; workplace well-being; work engagement; PTPN IV; SWOT analysis.

1. Introduction

Work engagement represents a critical concern in human resource management, particularly within public sector organisations. Employees with a high level of work engagement demonstrate strong dedication, high enthusiasm, and full involvement in carrying out their tasks. In contrast, employees with low levels of engagement tend to experience burnout, decreased commitment, and lower productivity. This situation poses a significant challenge, especially for government organisations that are required to deliver optimal public services amid dynamic policy changes and shifting work environments. Employees' well-being is regarded as one of the primary determinants influencing employee engagement. Employees' well-being is not limited to physical conditions but also includes psychological, social. Organisations, including corporations and government institutions, that fail to address these dimensions risk decreased employee motivation, higher turnover intentions, and overall performance decline.

The research for this practical work was conducted at the Head Office of PTPN IV in Jakarta. The research population consists of all employees at the PTPN IV Head Office, including both permanent and non-permanent employees. This population was selected because all employee, regardless of their employment status, are subject to the company well-being policies. The primary commodities cultivated by PTPN IV at present are oil palm and rubber, while other commodities managed include tea and coffee. The business activities undertaken by PTPN IV encompass :

1. **Plantation Cultivation**, which includes land clearing and preparation, nursery development, planting and primarytenance, as well as harvesting, along with other activities related to plantation cultivation

2. **Production**, which includes the reception and processing of both the company own crop yields and those from third parties into semi-finished and/or finished products and their derivatives.
3. **Trading**, which includes the management of marketing activities for various types of production outputs as well as other commercial activities related to the company operations, covering both its own products and those produced by other parties.
4. **Business Development** in the fields of plantation management, agro-tourism, agribusiness, agro-industry, and agro-forestry.

From the management of these commodities, PTPN IV produces crude palm oil (CPO), palm kernel oil (PKO), palm kernel, palm kernel meal, CTC and orthodox tea, ribbed smoked sheet (RSS), Standard Indonesian Rubber (SIR), concentrated latex, green coffee beans, and roasted coffee beans. In addition to these products, PTPN IV has also expanded its business into downstream products, namely packaged tea and tea bags under various brands such as Kayu Aro, Teh Butong, and Teh Tobasari.

Since the merger and spin-off process conducted on December 1, 2023, PTPN IV has operated as a Sub-Holding under the Plantation Holding Company. PTPN IV is now the result of a merger involving PTPN IV, PTPN V, PTPN VI, and PTPN XIII, along with a partial integration of PTPN III, managing operations across commodities such as palm oil, rubber, tea, and coffee.

The following presents the SWOT analysis to map the challenges and opportunities arising from the establishment of PTPN IV as a Sub-Holding. This SWOT analysis was prepared by the author in 2025 based on an analysis of various secondary sources, including company documents, annual reports, and relevant references, as summarized below.

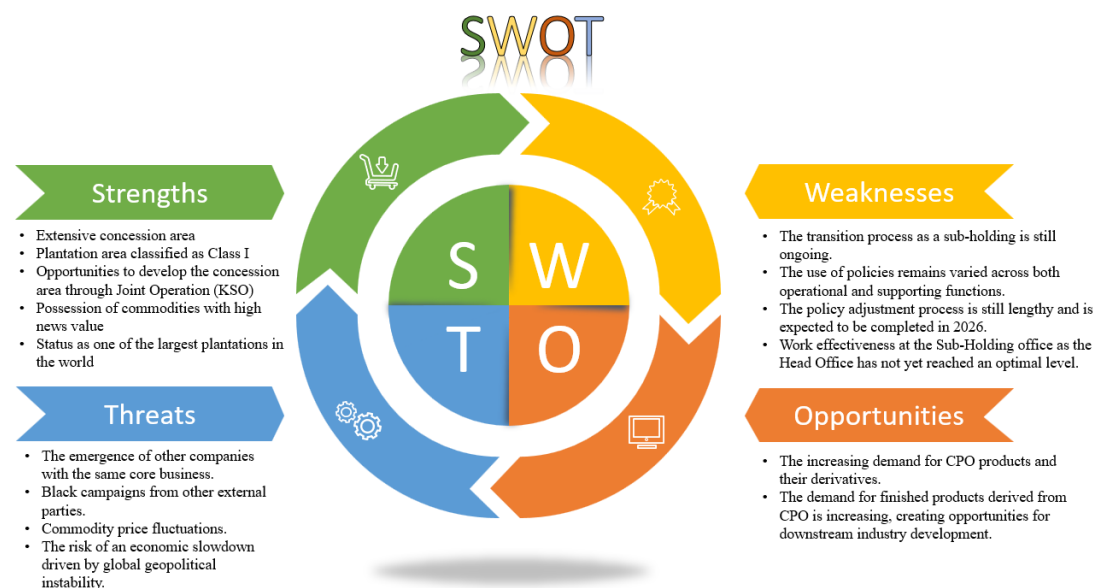


Figure 1. SWOT Analysis of the Establishment of the Sub-Holding

Based on the SWOT analysis, one identified weakness is the suboptimal effectiveness of work implementation at the PTPN IV Head Office following the merger and spin-off process. Several key factors primarily contribute to this condition, including:

1. The PTPN IV Head Office is still in the process of adapting to new work arrangements, particularly since the organisational restructuring within PTPN Group. This adaptation process has also affected employees' well-being, particularly within the newly established PTPN IV Head Office.
2. The diversity of rules and policies, some of which still accommodate regional regulations from the office holders previous assignments. Such variations in policies applied to employees may foster negative perceptions of the organisation. These include policies that directly influence employees' well-being, such as annual leave, extended leave, and related matters, which require standardization to improve employee motivation.
3. Additional workloads and a new work environment increase the risk of burnout, which directly affects employees' productivity. Currently, the PTPN IV Head Office, as the Sub-Holding headquarters, oversees a broad and diverse business area. This situation inevitably increases employees responsibilities compared to previous conditions. Such increases in workload may lead to burnout, particularly when organisational policies do not adequately support employee motivation.

2. Literature Review

Employees' well-being refers to employees' overall sense of happiness and quality of experience in the workplace, which is reflected in their perceptions, attitudes, and emotional responses toward their work and the organisation. Heery and Noon (2017) define employee well-being as a multidimensional concept encompassing individuals' experiences related to their work environment, psychological condition, and economic situation within the organisation. Similarly, Bach and Edwards (2013) argue that employees' well-being plays a critical role in shaping a healthy organisational climate, which ultimately contributes to improved employee performance and organisational effectiveness.

Previous empirical studies have demonstrated that low levels of employee well-being are closely associated with negative work outcomes. Holbeche (2009) found that high levels of work-related stress lead to increased absenteeism and reduced employee commitment, thereby negatively affecting organisational productivity. Conversely, organisations that proactively implement well-being-oriented programs tend to foster stronger employee commitment, higher motivation, and greater willingness to invest time and effort in work activities, which subsequently enhances overall productivity (Armstrong, 2016).

Work engagement is widely recognized as a key mechanism through which employee well-being influences work outcomes. Hewitt (2015) conceptualizes work engagement as a construct consisting of three observable dimensions: say, stay, and strive. The "say" dimension refers to employees' tendency to speak positively about the organisation to internal and external stakeholders, while "stay" reflects a strong sense of belonging and the intention to remain with the organisation despite alternative employment opportunities. The "strive" dimension represents employees' motivation to exert discretionary effort, including the willingness to contribute additional time, energy, and innovative ideas for organisational advancement. Cook (2008) further emphasizes that work engagement is predominantly psychological rather than physical in nature, highlighting the importance of employees' internal states in driving performance.

In line with this perspective, Zheng et al. (2015) conceptualize employee well-being as a multidimensional construct comprising life well-being, workplace well-being, and psychological well-being. Life well-being relates to employees' personal and family-related experiences, workplace well-being reflects employees' evaluations of their job and work environment, and psychological well-being focuses on personal growth, goal attainment, and self-actualization. Empirical evidence supports the positive role of work engagement in organisational contexts. Gallup (2006) reports that highly engaged employees are better equipped to manage workplace relationships, cope with job-related stress, and adapt to organisational change. Furthermore, Kreitner and Kinicki (2010) identify work engagement as a crucial work attitude that manifests in employee behaviors supporting organisational performance, while Schaufeli and Bakker (2004) describe engagement as a positive, fulfilling work-related state characterized by vigor, dedication, and absorption.

Based on these perspectives, this study adopts the employee well-being framework proposed by Zheng et al. (2015) as the primary theoretical framework, as it provides a comprehensive multidimensional explanation of employee well-being that is closely linked to work engagement and work effectiveness in complex organisational settings.

From a methodological perspective, various analytical tools may be employed to examine the relationships among the variables, including SPSS, Stata, R, and Structural Equation Modeling (SEM) based software. This study utilizes SPSS as the primary analytical tool due to its suitability for regression based analysis involving observable variables and its extensive use in organisational and behavioral research. SPSS enables systematic examination of direct relationships among employee well-being, work engagement, and work effectiveness, while providing clear and interpretable outputs that support managerial implications for complex state owned enterprises.

Nevertheless, the use of SPSS presents certain limitations, particularly in its ability to analyze latent variables and complex causal relationships simultaneously. Therefore, this limitation is acknowledged in the present study. Future research is encouraged to employ advanced analytical techniques such as Structural Equation Modeling (SEM) using AMOS, LISREL, or SmartPLS to further explore indirect effects and more complex structural relationships among employee well-being, work engagement, and work effectiveness in similar organisational contexts.

In this study, employee well-being is operationalised using a multidimensional approach encompassing economically, psychologically, and socially adapted from Zheng et al. (2015). Work engagement is measured based on the 'say, stay, and strive' dimensions proposed by Hewitt (2015), which reflect employees' advocacy, retention intention, and discretionary effort. Meanwhile, work effectiveness is represented through self-reported measures of task accomplishment, work quality, and perceived productivity, which are commonly employed in organisational behavior research.

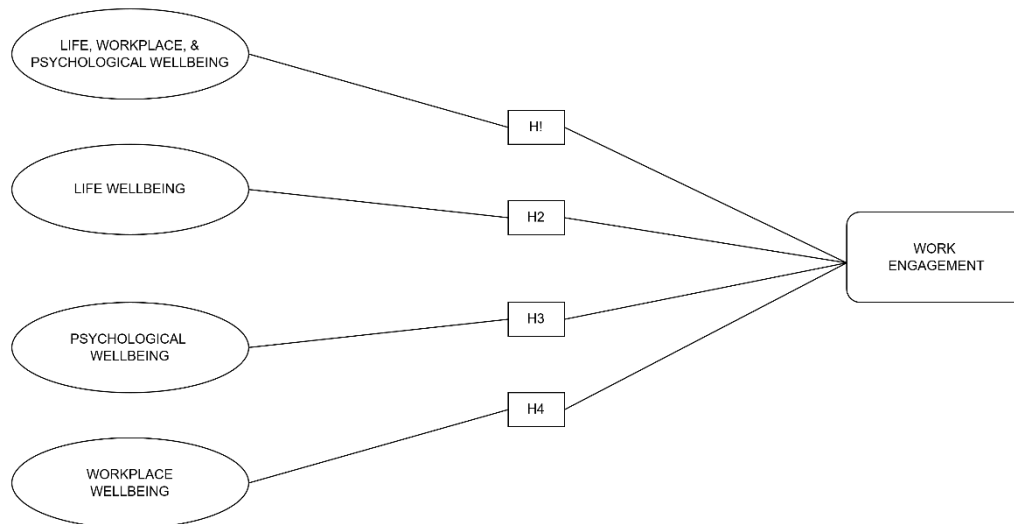


Figure 2. Research Framework

As explained above, this study focuses on examining the influence of employee well-being on employee work engagement at the PTPN IV Head Office. Changes in the work environment, as well as in tasks and responsibilities, can cause employee performance to become less than optimal. Therefore, motivating employees to optimize their performance poses a particular challenge for the company, which can be addressed through the implementation of employee well-being programs within the organisation.

Based on the theoretical elaboration presented earlier, the researcher proposes the following hypotheses :

H1: There is a positive and significant effect of employees' well-being on work engagement. Higher levels of well-being are associated with higher levels of work engagement.

H2: There is a positive and significant effect of life well-being on work engagement. This indicates that higher levels of employees well-being are associated with higher levels of work engagement.

H3: There is a positive and significant effect of psychological well-being on work engagement. higher levels of psychological well-being are associated with higher levels of work engagement.

H4: There is a positive and significant effect of workplace well-being on work engagement. higher levels of workplace well-being are associated with higher levels of work engagement.

3. Materials & Methods

This study employed a quantitative research method. The research population consisted of executive-level employees of PTPN IV prior to the organizational merger implemented in 2023. Based on internal human resource records, the total population comprised 250 permanent executive employees. A purposive sampling technique was applied to select respondents who met the research criteria, namely permanent employees who had worked at the institution for at least one year prior to the merger. From the total population, 164 employees were selected as the research sample. This criterion was applied to ensure that respondents possessed sufficient organizational experience and understanding of workplace conditions relevant to the research variables.

The research instruments consisted of two standardized measurement scales. Employee well-being was measured using the Employee Well-Being Scale (EWBS) adapted from Zheng et al. (2015), which comprises 18 items distributed across three dimensions: life well-being (6 items), psychological well-being (6 items), and workplace well-being (6 items). Work engagement was measured using the Utrecht Work Engagement Scale (UWES) developed by Schaufeli and Bakker (2004), consisting of 15

items covering three dimensions: vigor (5 items), dedication (5 items), and absorption (5 items). All items were assessed using a five-point Likert scale ranging from “strongly disagree” to “strongly agree.”

The data used in this study are cross-sectional data, as they were collected from respondents at a single point in time. Given the cross-sectional nature of the data, the classical assumption tests primarily emphasized heteroscedasticity to ensure the reliability of the regression estimates. Other assumption tests, including normality and multicollinearity, were also conducted to satisfy the requirements of multiple linear regression analysis. Autocorrelation testing was performed as a complementary diagnostic procedure, although it is more commonly emphasized in time-series data analysis.

Data analysis was carried out using multiple linear regression with the in IBM SPSS version 27. Before the primary analysis, classical assumption tests were conducted, including tests for normality, multicollinearity, heteroscedasticity, and autocorrelation. The objective was to determine the simultaneous effect of employees well-being on work engagement and the partial effect of each dimension of employee well-being on employees work engagement.

3.1. Item Discrimination Test of the Work Engagement Scale

Following the item discrimination test and factor analysis of the work engagement scale, 13 items were retained, In comparison, two items (items 2 and 15) did not meet the required thresholds. The reliability test of the 13 retained items yielded a Cronbach’s alpha value of 0.791, indicating a high level of reliability. The distribution of items in this scale after the pilot test is presented in the following table :

Table 5: Distribution of Employees’ Well-Being Items After Item Discrimination Test

No.	Dimensi	Item <i>Favorable</i>	Item <i>Unfavorable</i>	Total
1.	<i>Vigor</i>	1, 3, 4	5	4
2.	<i>Dedication</i>	6, 8, 9	7, 10	5
3.	<i>Absorption</i>	11, 12, 13	4	5
	Total	9	5	14

Work engagement was measured using the Utrecht Work Engagement Scale (UWES) developed by Schaufeli and Bakker (2004), consisting of 15 items across three dimensions. Vigor was assessed through items reflecting energy, resilience, and persistence at work dedication through items related to enthusiasm, pride, and the sense of meaningfulness of work and absorption through items indicating deep concentration and enjoyment while performing work tasks.

3.2. Item Discrimination Test of the Employees’ Well-Being Scale

After conducting the item discrimination test and factor analysis on the items of the work engagement scale, 14 items were retained. In comparison, four items (items 1, 2, 12, and 13) did not meet the required thresholds. The reliability test on the 14 retained items yielded a Cronbach’s Alpha score of **0.887**. Distribution of items on the employees’ well-being scale after the pilot test is presented in the following table:

Table 5: Distribution of Employees’ Well-Being Items After Item Discrimination Test

No.	Dimensi	Item <i>Favorable</i>	Item <i>Unfavorable</i>	Total
1.	<i>Vigor</i>	1, 3, 4	5	4
2.	<i>Dedication</i>	6, 8, 9	7, 10	5
3.	<i>Absorption</i>	11, 12, 13	4	5
	Total	9	5	14

Employee well-being was measured using the Employee Well-Being Scale (EWBS) adapted from Zheng et al. (2015), consisting of 18 items across three dimensions. Life well-being was assessed through items related to happiness and life satisfaction; psychological well-being through items reflecting self-acceptance, confidence, and social functioning; and workplace well-being through items capturing job satisfaction, work enjoyment, and perceived meaning of work.

3.3. Research Findings

3.3.1. The Effect of Employees' Well-Being on Work Engagement

The first hypothesis proposes that employees' well-being has a positive and significant effect on work engagement. This hypothesis was tested using simple regression analysis. The results yielded an F-value of 151.387 with a significance level (p) of 0.001. Thus, it can be concluded that employee well-being has a significant effect on engagement.

To define the relationship between employees' well-being on engagement, an R-determination test was conducted, with the results presented in the following table :

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.695 ^a	.483	.480	4.392	.483	151.387	1	162	<.001

a. Predictors: (Constant), WELLBEINGTOTAL

Figure 3. R Determination Test of Employees' Well-Being and Employees' Work Engagement

Based on Figure 19, the R value of **0.695** indicates a positive relationship between employees' well-being and work engagement. The adjusted R-squared value is **0.483** shows that employee well-being explains **48.3%** of the variance in work engagement, while the remaining variance is accounted for by other factors.

3.3.2. The Effect of Life Well-Being on Work Engagement

The second hypothesis states that life well-being has a positive and significant effect on work engagement. This hypothesis was tested using simple regression analysis. The results yielded an F-value of 70.186 with a significance level (p) of 0.001. Thus, it can be concluded that life well-being has a significant effect on work engagement. To define the relationship between life well-being on work engagement, an R-determination test was conducted, with the results shown in Figure 18 below :

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.550 ^a	.302	.298	5.102	.302	70.186	1	162	<.001

a. Predictors: (Constant), LIFEWELLBEING

Figure 21: R Determination Test of Life Well-Being and Employees' Work Engagement

Based on Figure 21 above, the R-value is 0.550, indicating a positive relationship between life well-being and engagement. The adjusted R-squared value is 0.302. This implies that the contribution of life well-being to work engagement is 30.2%, while the remaining variance is explained by other indicators.

3.3.3. The Effect of Workplace Well-Being on Work Engagement

The fourth hypothesis proposes that workplace well-being has a positive and significant effect on work engagement. This hypothesis was tested using simple regression analysis. The results produced an F-value of 0.974 with a significance level (p) of 0.325. Thus, it can be concluded that workplace well-being does not have a significant effect on work engagement.

To determine the magnitude of the influence of workplace well-being on work engagement, an R-determination test was conducted, with the results presented in the following table:

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.077 ^a	.006	.000	6.090	.006	.974	1	162	.325

a. Predictors: (Constant), WORKPLACEWELLBEING

Figure: R Determination Test of Workplace Well-Being and Employees' Work Engagement

Based on Figure 25 above, the R-value is 0.077, which is positive, with a significance level of 0.325 ($p > 0.05$). This indicates that workplace well-being does not have a significant effect on work engagement. The coefficient of determination (adjusted R-squared), which is 0.006 indicates that workplace well-being contributes nearly nothing to the variance in work engagement, further supports the hypothesis testing results.

3.3.4. The Effect of Psychological Well-Being on Work Engagement

The third hypothesis states that psychological well-being positively and significantly affects work engagement. This hypothesis was tested using simple regression analysis. The results yielded an F-value of 76.229 with a significance level (p) of 0.001. Thus, it can be concluded that psychological well-being has a significant effect on work engagement.

To define the relationship between psychological well-being and work engagement, an R-determination test was conducted, with the results presented in the following table :

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.566 ^a	.320	.316	5.037	.320	76.229	1	162	<.001

a. Predictors: (Constant), PSYCHOLOGICALWELLBEING

Figure: R Determination Test of Psychological Well-Being and Work Engagement

Based on Figure 23 above, the R-value is **0.566**, which is positive. The stronger the psychological well-being, the higher the level of work engagement. The results of the hypothesis testing are further supported by the coefficient of determination (adjusted R-squared), which is **0.320**. indicating that psychological well-being accounts for 32% of the variance in work engagement, while the remaining variance is explained by factors outside the research model.

4. Result & Discussion

The results of this study indicate that employee well-being has a positive and significant effect on work engagement. This finding reflects the conditions observed in the field, where employees who experience higher levels of well-being tend to show greater enthusiasm, dedication, and involvement in their work. Based on respondents answers, employees who feel physically and psychologically healthy and satisfied with their lives are more likely to invest energy and attention in completing their tasks. This condition helps explain why higher employee well-being is associated with higher levels of work engagement.

In practice, employees with high well-being generally perceive their work as meaningful and manageable rather than as a burden. They are more motivated to perform their duties, show persistence when facing challenges, and are willing to contribute beyond their formal job requirements. Conversely, employees with lower well-being often experience emotional fatigue and reduced motivation, which can weaken their engagement at work. These conditions in the field provide a logical explanation for the positive relationship found between employee well-being and work engagement in this study.

The results also show that life well-being and psychological well-being each have a positive and significant effect on work engagement. This suggests that employees’ personal life satisfaction and psychological stability play an important role in shaping their work behaviour. Employees who feel satisfied with their lives and maintain positive psychological states are more capable of concentrating on their work, managing stress, and maintaining enthusiasm in carrying out their tasks. On the other hand, employees who experience lower life satisfaction or psychological strain tend to show decreased focus and lower engagement at work. This explains why lower levels of life well-being are associated with lower levels of work engagement.

Another important finding of this study is that workplace well-being does not have a significant effect on work engagement. This phenomenon can be explained by the fact that workplace well-being factors—such as compensation, benefits, facilities, and work arrangements—are often perceived by employees as standard organisational provisions. As a result, improvements in these aspects may not necessarily lead to increased emotional attachment or intrinsic motivation toward work. Employees may view these factors as basic requirements rather than as drivers of engagement, which helps explain the absence of a significant relationship in this study.

Furthermore, the workplace well-being dimension used in this study focuses primarily on job-related resources, while aspects related to job demands are not included. This limited scope may reduce its ability to explain variations in work engagement, which is influenced by a balance between job resources and job demands. When job demands such as workload, time pressure, or emotional strain remain high, improvements in workplace well-being alone may not be sufficient to enhance employee engagement.

5. Conclusion & Recommendations

5.1. Research Conclusions

- 5.1.1. This study demonstrates that employee well-being has a significant positive effect on work engagement among employees of PT Perkebunan Nusantara IV prior to the 2023 organisational merger. Employees with higher levels of life well-being, psychological well-being, and workplace well-being tend to exhibit higher vigor, dedication, and absorption in their work.
- 5.1.2. The findings support the employee well-being framework proposed by Zheng et al. (2015) and reinforce work engagement theory by Schaufeli and Bakker (2004), confirming that employee well-being is a crucial antecedent of positive work-related attitudes and behaviors.
- 5.1.3. From a managerial perspective, particularly in state-owned enterprises, the results highlight the importance of implementing well-being-oriented policies and programs to strengthen employee engagement, especially in organisations experiencing structural or organisational changes.
- 5.1.4. This study is limited by its cross-sectional design, which restricts causal interpretation, and by the use of multiple linear regression focusing on observable variables. Additionally, the research context is limited to one organisation prior to the merger.
- 5.1.5. Based on employee profiling through variable categorization, the results indicate that the majority of employees at the PTPN IV Head Office exhibit relatively high levels of well-being and high levels of work engagement.

5.2. Research Suggestions

1. Employees' work engagement within an organisation can be influenced by various factors. For future research, it is recommended to explore other factors, such as job satisfaction, organisational commitment, organisational justice, and leadership style.
2. Future studies may specifically investigate the influence of workplace well-being on work engagement. This recommendation arises from one of the study's findings, which concluded that workplace well-being does not significantly affect work engagement this result differs from some previous research. Future research may therefore employ a scale that integrates both job demands and job resources to understand their combined effects on work engagement better.
3. Future studies are encouraged to employ longitudinal research designs and advanced analytical methods, such as Structural Equation Modeling (SEM), to examine more complex relationships, including mediating or moderating effects among employee well-being, work engagement, and work effectiveness. In addition, future research may specifically investigate the influence of workplace well-being on work engagement. This recommendation is based on the present study's finding that workplace well-being did not have a significant effect on work engagement, which contrasts with some previous empirical studies.

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