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## Workplace Wellbeing of Indonesian Employees: Analysis of the Influence of Leader-Member Exchange and Psychological Capital

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ABSTRAK	ARTICLE INFO
<p><i>This study aims to determine the influence of Leader-Member Exchange and Psychological Capital on Workplace Wellbeing. This study uses a quantitative method with an associative approach. This study was conducted using 354 employees in Indonesia using the Accidental Sampling technique, the collected data were then analyzed using SPSS version 25 with the multiple linear regression method. The results of this study show that Leader-Member Exchange and Psychological Capital have a significant influence on Workplace Wellbeing with an R<sup>2</sup> contribution of 65.3%. The results of this study can contribute to knowledge of psychology, especially in the fields of industry and organization. This research contributes to the development of employee Workplace Wellbeing in Indonesia. This research is limited to the try out time.</i></p>	<p><b>Article History:</b> Submitted/Received 18 April 2025 First Revised 23 May 2025 Accepted 11 June 2025 First Available online 01 July 2025 Publication Date 25 July 2025</p> <p><b>Keywords:</b> Leader-member exchange, Psychological Capital, Workplace Wellbeing.</p>
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## **1. INTRODUCTION**

The world of work today is increasingly complex. This is because many different characteristics of generation X, generation Y, and generation Z can also trigger conflict. Generation X is able to adapt well to its work environment and has a structured way of working on the other hand, generation Y tends to be optimistic and high achievers, generation Y prefers challenges and pursues a meaning in work. Generation Z has prominent characteristics such as wanting something that is instant but lacking in dealing with process problems to be careful about problems, in addition, generation z is highly driven to achieve success and demonstrates strong proficiency in utilizing technology.

Variatons in individual characteristics can influence work styles, making it essential for organizations to consider these differences. In general, differences in the characteristics of each individual will be a benchmark in making coworkers, team members, and other groups of individuals. So it is feared that there will be a less than good work environment, if there are individuals who have characters that are contrary to other groups of individuals. This will cause employee discomfort in doing their work and will lead to less than good organizational achievement.

In addition, employees who have reached the end of their working period are likely to be less proficient in technology, which can be uncomfortable in their workplace. Organizations need to pay attention to this so that there is no gap between generations or differences in characteristics, so that they can achieve common organizational goals. When an organization or company has employees from various generations, there will automatically be quite intense interactions and there is a possibility of conflict. Interactions that are too frequent between coworkers in their workplace are likely to cause conflict, in addition to the tight competition in the world of work can also create a toxic work environment. Unpleasant verbal or physical actions can disrupt employee safety and health and reduce their psychological and emotional well-being in the workplace (Rasool et al., 2021). In addition, comparing one individual with another will create feelings of being unappreciated and will reduce employee work productivity.

Comparative behavior among individuals, feelings of being underappreciated, and leaders who have little concern for problems that occur will make employees unable to work optimally and make it difficult for them to show their functions and potential optimally, which will cause discomfort in the work environment (Zuhra, 2022). According to Rafifah, Maulana, & Gunawan (2022), if employee performance is not in accordance with organizational policies, it will have an impact on the organization running poorly. However, on the other hand, the organization not only provides job demands to its employees, but also provides support and motivation as a form of attention to the Wellbeing of its employees.

Wellbeing in individuals in their workplace is an important thing because individuals can work productively and will feel happy in working, employees who feel well will have the ability to face work challenges which will then have interest and concentration in their work, and are able to manage emotions in a positive direction. Employees who feel happy can be better at solving problems related to their work so that this causes an increase in their work productivity. (Rahama & Izzati, 2021).

Workplace Wellbeing can be said as a feeling that arises when the worker has a sense of comfort in working, this will create positive work productivity and the key to determining long-term sustainability in a company or organization. Workplace Wellbeing is defined as a feeling of well-being or positive feelings that employees get from their work that are related to positive feelings that employees get from their work that are related to employees in

general (core affect) and the intrinsic and extrinsic values of work (work values) (Winurini, 2020).

Workplace Wellbeing in every company or organization is not only good co-workers and work environment, but also good relationships between superiors and subordinates. Less likely to leave their jobs and positive impacts to increase work productivity, one of which is that employees feel happy and have comfort in their workplace (Marpaung, 2020). When leaders can treat their subordinates like colleagues or partners and can provide trust or involve them in decision-making, it will increase the desire of employees to stay in their workplace. Leader-Member Exchange provides benefits to individuals in concrete or real forms, such as empowerment, increased productivity, improvisation, and salary increases. Non-material benefits include the formation of basic relationships based on mutual trust between superiors and subordinates. (Annisa & Khair, 2023).

In the workplace, not only feedback and communication between superiors and subordinates, but positive behavior that is developed can improve performance, this will support the achievement of the goals of the company or organization and employees or staff will show positive emotions where these emotions can form an optimistic attitude. Confidence and self-confidence to try to complete difficult work, make positive attributions to current and future events, have goals and always try to achieve their goals, and be able to rise and try to overcome when faced with problems (Triccia & Satiningsih, 2020). These aspects are things that will help employees or staff in their work, so that they will create positive behavior and will make a good contribution to the company or organization.

Psychological capital is the basis of the positive psychological abilities and skills possessed by employees, which are characterized by an optimistic attitude, resilience, self-confidence, and having hope that can be used as an asset in a person's self-development in facing existing global competition (Putra et al., 2022). So that employees can feel that their welfare in the workplace is fulfilled and from the psychological capital that employees have, they can develop their creativity and skills because they have good fighting spirit.

Lack of attention from the company or organization will cause vulnerability in dealing with stress, bad treatment both verbally and physically can endanger the safety and mental health of employees, in addition to high company demands and not paying attention to employee welfare. Can leader-member exchange make employees feel well-being and can psychological capital make employees able to solve problems and rise from failure which will feel well-being in their workplace. This study will test between leader-member exchange and psychological capital on workplace well-being whether there is an influence between the three variables. The purpose of this study will be explained more fully in the development of the hypothesis.

## **2. LITERATURE REVIEW**

### **2.1. Workplace Wellbeing**

Workplace Wellbeing is a condition where workers feel well-being when they do a job that is related to feelings (positive or negative emotions) in general (core affect) and is influenced by several aspects related to doing the job (intrinsic and extrinsic) (Zuhra, 2022). Workplace Wellbeing is defined as the well-being achieved by workers from the tasks or work they do (Soraya, 2023).

Workplace Wellbeing dimensions according to Demo and Paschoal such as Positive Affect which means employees feel positive emotions and moods that can provide comfort, a sense of calm, and pleasure or enthusiasm in working. Then Negative Affect which is marked by a sense of discomfort while working so that the results are less than optimal,

besides that there is Fulfillment or called satisfaction which is marked by self-achievement, developing potential, and achieving goals and involvement in activities (Zuhra, 2022).

The dimensions of workplace wellbeing according to Demo and Paschoal (2016) in Zuhra (2022) The positive affect dimension reflects the level of positive emotions at work, such as comfort, happiness, and enthusiasm, which play a role in increasing employee satisfaction and engagement. Negative affect, which is the emergence of negative emotions at work, such as anxiety, discomfort, and stress. Fulfillment, which is a subjective experience at work that includes self-achievement, potential development, involvement, and the feeling that the work being done has meaning.

## **2.2. Leader-Member Exchange**

Leader-Member Exchange is a reciprocal relationship that involves communication between leaders and employees who are familiar with each other, contribute to each other, have respect and loyalty between individuals to achieve organizational or company goals. Eli (2023) stated that the psychological relationship between leaders and employees in an organization can develop and realize organizational goals.

According to Graen and Uhl-Bien in Harahap (2022) there are three indicators of Leader-Member Exchange, namely Respect or recognizing and giving appreciation to each other's professional abilities or competencies, Trust or having trust that has been owned by leaders and members towards good intentions and integrity, Obligation or reciprocity between leaders and team members who will have a sense of responsibility and support each other to achieve common goals (Harahap, 2022).

Dimensions in the concept of leader-member exchange according to Liden and Maslyn (1998) in the study (Murseha, 2023) include Affection, which refers to the level of emotional bond between leaders and members. And reflects the extent to which leaders and members like each other personally regardless of their working relationship. Loyalty, which measures the level of loyalty and support felt by leaders and members towards each other. Loyalty indicates the belief that each party will support the other in difficult or future situations. Contribution, which refers to the perception of the efforts and performance given by each party in the working relationship which includes how leaders and members see each other's contributions to organizational goals. Professional respect, namely the appreciation felt by leaders and members for each other's professional abilities and skills.

## **2.3. Psychological Capital**

Psychological Capital is a positive psychological condition in individuals characterized by having self-confidence (self-efficacy) to achieve success in work challenges, creating positive behavior to achieve success in the future, being persistent towards goals, and being able to rise from difficulties to achieve success. (Soraya, 2023).

According to Luthan and Avolio in Soraya (2023), there are four aspects of psychological capital, namely Hope or a person's hope to achieve a goal and have the motivation to achieve their goals, Efficacy is an individual's belief in their ability to complete a particular job well and be able to face or overcome a problem, Resilience is an individual's ability to rise from difficulties or failures, Optimism is a positive hope and belief that good things will happen which involves positive interpretation.

According to Esterina (2023), psychological capital has four main aspects abbreviated as HERO, namely hope, self-efficacy, resilience, and optimism. Hope is related to an individual's belief in achieving goals and the ability to make alternative plans when facing obstacles. Self-

efficacy reflects a person's confidence in their ability to complete tasks and face challenges. Resilience shows an individual's capacity to recover from stress and adapt to difficult situations emotionally. Meanwhile, optimism refers to a positive attitude towards the future with a tendency to assess pleasant events as the result of personal efforts and unpleasant events as temporary.

### 3. METHOD

This study uses a quantitative method with an associative approach, where this associative approach is carried out to determine the influence between two or more variables using a correlational survey. Then the population used in this study were general employees throughout Indonesia and a sample of 354 respondents was obtained using the Accidental Sampling technique or it can be said that the sample was determined based on coincidence that was appropriate or suitable as a data source.

Accidental Sampling technique is used in this study, data can be collected quickly because it has limited research time. Determination of the research sample using the Issac & Michael table where the minimum number of samples needed is 349 with a 5% error rate, then the respondent criteria in this study are employees in Indonesia (Private companies in Indonesia, BUMN, Foreign Companies, Agencies in Indonesia); male/female; minimum age 18 years; high school education/equivalent, Diploma, S1, S2, S3.

This study was measured using a questionnaire that had been modified, adapted, and adopted from previous studies using a Likert scale with each variable having a different or the same number of points, but in this study the researcher has modified the number of choices to equalize the number of choices for other variables and to make it easier for researchers to provide instructions for filling out the questionnaire. The data analysis technique used the IBM SPSS version 25 statistical technique, then the analysis carried out was the validity and reliability test, normality test, linearity test, multicollinearity test, heteroscedasticity test, hypothesis test including t test, f test, and determination test.

### 4. RESULT AND DISCUSSION

This study uses primary data obtained directly from respondents through a questionnaire scale and distributed using Google Form through several social media platforms in Indonesia such as Instagram, Whatsapp Messages, Facebook Groups, and through Telegram Groups. Respondents who participated in this study amounted to 354 who were general employees throughout Indonesia, then the collected data was processed using the SPSS version 25 program.

## Data Analysisi Result

### a) Descriptive Analysis

**Table 1. Respondent Identity**

Gender	Total	Presentase
Male	152	42,9%
Female	202	57,1%
Age		
18-25 years	109	30,8%
26-32 years	170	48,0%
33-40 years	59	16,7%
>40 years	16	4,5%
Length of Service		
<1 year	57	16,1%
1-2 years	114	32,2%
2-3 years	72	20,3%
3-4 years	54	15,2%
>5 years	57	16,2%

Source: SPSS Output 2025

From the table above, the number of samples was 354 employees with the number of male samples as many as 152 (42.9%) and female 202 (57.1%) of the total number of samples. Then in the age range of 18-25 years as many as 109 (30.8%), age 26-32 years as many as 170 (48.0%), age 33-40 years as many as 59 (16.7%), and age > 40 years as many as 16 (4.5%). Furthermore, based on the length of service in the range <1 year, there were 57 (16.1%), length of service 1-2 years as many as 114 (32.2%), length of service 2-3 years as many as 72 (20.3%), length of service 3-4 years as many as 54 (15.2%), length of service > 5 years as many as 57 (16.2%).

### b) Skewness and Kurtosis Normality Test

The normality test aims to determine the distribution of variable data that has been used whether it is normally distributed, then the researcher uses the skewness & kurtosis normality test. Skewness is the level of slope of the data distribution, while kurtosis is the level of sharpness of the data distribution with the criteria to see whether the data is normally distributed, namely the skewness & kurtosis ratio value is between -1.96 to +1.96. The following are the results of the skewness & kurtosis normality test analysis.

**Table 2. Descriptive Statistics**

	N	Skewness	Kurtosis		
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Unstandardized Residual	354	0,083	0,130	-0,312	0,259
Valid N (listwise)	354				

Source : SPSS Output 2025

From the table above it can be concluded that the data is normally distributed, this can be seen using the formula skewness: std.error and kurtosis: std.error. for skewness which is 0.083: 0.130 the number is 0.638, then for kurtosis which is -0.312: 0.259 the number is -1.204.

### c) Hypothesis Testing

#### t-Test

The t-test is conducted to determine the effect of each independent variable on the dependent variable. In the partial t-test, conclusions are drawn based on the significance value (Sig.). In this study, a significance level of 5% or 0.05 was used. The following are the results of data processing with IBM SPSS, the results of the t-test are:

**Table 3. SPSS t-Test Result**

		Coefficients <sup>a</sup>			t	Sig.
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	45.640	1.351		33.790	.000
	LMX	-216	.053	-.138	-4.061	.000
	PCQ	440	.018	.846	24.817	.000

Source: SPSS Output 2025

Testing H1: Leader-Member Exchange has a negative and significant influence on Workplace Wellbeing. Based on the table above, the significance value of Leader-Member Exchange is  $0.000 > 0.05$ . So Leader-Member Exchange partially influences Workplace Wellbeing so that H1 is accepted.

Testing H2: Psychological Capital has a positive and significant influence on Workplace Wellbeing. Based on the table above, the significance value of Psychological Capital is  $0.000 > 0.05$ . So Psychological Capital partially influences Workplace Wellbeing so that H2 is accepted.

#### F-Test

The F test is used to evaluate whether all independent variables together have a significant influence on the dependent variable. If the significance value is below 0.05, then this indicates a significant influence of the independent variables on the dependent variable simultaneously.

**Table 4. SPSS F-Test Result  
ANOVA<sup>a</sup>**



Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4662.752	2		319.004	.000 <sup>b</sup>
	Residual	2455.586	336	2331.376		
	Total	7118.338	338	7.308		

- a. Dependent Variable: WWB  
b. Predictors: (Constant), PCQ, LMX  
Source: SPSS Output 2025

The significance value obtained was 0.000 (<0.05), so the Leader-Member Exchange and Psychological Capital variables had a significant influence simultaneously (together) on the Workplace Wellbeing variable.

### Coefficient of Determination Test

The multiple determination coefficient or R Square (R<sup>2</sup>) aims to see the variation in values between dependent variables that are influenced by independent variables.

**Table 5. Coefficient of Determination Test**  
**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted Square	Std. Error of the Estimate
1	.809 <sup>a</sup>	.655	.653	2.703

- a. Predictors: (Constant), LMX, PCQ  
b. Dependent Variable: WWB  
Source: SPSS Output 2025

Based on the table above, it can be seen that the coefficient of determination is 0.653 or 65.3%, meaning that the Workplace Wellbeing variable can be explained by two independent variables, namely Leader-Member Exchange and Psychological Capital, by 65.3%, while the remaining 34.7% is explained by other variables not included in this study.

### Discussion

This study involved 354 employees as research respondents with 42.9% male and 57.1% female of the total number of research respondents. Then based on the most dominant age, namely in the age range of 26-32 years or 40% of the 354 respondents. Based on the length of service, it is dominated by the length of service of 1-2 years or 32.2% of the total number of respondents.

This shows that the data is spread to the right target and seen from the age of respondents in the range of 26-32 years is a mature age in assessing the state of self related to workplace wellbeing obtained by the employee. Then the length of service of 1-2 years has the possibility of being sufficient to assess the comfort obtained in the workplace.

From the results of the regression analysis above using SPSS version 25, the data spread across respondents has been fulfilled or distributed normally, it can be ascertained that the respondents obtained are in accordance with the criteria studied. Then after



conducting a multiple linear analysis hypothesis test with the t-test, the results show that the first hypothesis is that the lower the Leader-Member Exchange, the lower the Workplace Wellbeing of employees (H1 is accepted).

If an organization wants its best employees to stay, they not only require employees to work but also ensure that there is support from management and superiors so that they remain motivated to continue working well (Tambunan et al., 2023). Apart from that, support or responses received from management can help in solving problems appropriately, but it will also improve the skills, communication, loyalty and commitment of the employees themselves. (Prameswari, 2024). Then the relationship between leaders and employees that can show a mature attitude and be mutually beneficial to each other is characterized by the effectiveness of leadership (Putri et al., 2020).

The success of an organization cannot be separated from the quality of human resources within it, such as the highest to lowest level of leadership to create a well-functioning implementing relationship (Putri et al., 2020). When leaders have a positive view of their employees, indirectly employees will feel supported and motivated in completing their work (Helmy, 2021). The quality of good leadership and employee relationships will have a sense of mutual trust, respect for each other, and have strong support to help overcome stress at work. So that the Workplace Wellbeing felt by employees will be better when the relationship with the leadership is also good, therefore leaders and employees need to improve communication and contribute to each other to achieve organizational goals.

The second hypothesis states that the higher the Psychological Capital, the higher the Workplace Wellbeing of employees (H2 is accepted). When employees experience something that is not in accordance with the expected results, then employees are able to bounce back. Psychological Capital has resources that are able to build individuals when something goes well and are able to cover up something that does not go well (Soraya, 2023). Employees who have high self-efficacy will be more confident when facing challenges in their workplace, thus increasing the well-being of these employees (Aqueena et al., 2024). Organizations should foster employees psychological capital such as hope, efficacy, resilience, and optimism to improve overall work performance (Esterina et al., 2023).

In addition, it is in line with previous research which shows that when employees have good psychological capital, they will have good self-efficacy and hope, then be optimistic in carrying out their work and with good resilience will improve the workplace wellbeing of these employees (Susanti et al., 2022). Psychological Capital that is developed will have a positive impact on employees and the workplace wellbeing felt by employees will also be good. Psychological capital and workplace wellbeing that are strongly connected will form positive work performance (Hult et al., 2023). This means that the creativity and skills possessed by employees will increase and they will have good fighting power when the organization pays close attention to the workplace wellbeing of its employees, so that it will be successful in achieving the success of the organization.

The third hypothesis states that "there is an influence between Leader-Member Exchange and Psychological Capital on Workplace Wellbeing" is accepted. This means that the two independent variables are able to explain the influence on Workplace Wellbeing as much as 65.3% and the remaining 34.7% is influenced by other variables not explained in this study. So the novelty in this study is that the two independent variables, namely leader-member exchange and psychological capital, have a joint influence on employee workplace wellbeing in Indonesia.

This study was conducted by distributing a G-form questionnaire through social media platforms such as WhatsApp messages, Facebook groups, and Telegram groups using accidental sampling techniques. So the constraints encountered by researchers are that they cannot control the results of respondent characteristics such as domicile. From the results of this study, there are several regions in Indonesia with 0 respondents, but in other regions there are quite a lot of respondents. Researchers do not yet have the right solution to prevent this, this is where researchers provide opportunities for all individuals who will conduct research.

## 5. CONCLUSION

From the results of the study above, it can be concluded that there is an influence between Leader-Member Exchange and Psychological Capital on Workplace Wellbeing, where when Leader-Member Exchange has a negative attribution, it will cause the Workplace Wellbeing obtained by employees to be less good. However, when Psychological Capital is positive, it will make employees continue to develop their work productivity and be able to rise from the problems they are facing, so that it will create Workplace Wellbeing.

This study has several limitations that can be used as considerations for further research. First, the sampling was accidental sampling and limited to general employees in Indonesia, so the results of this study cannot be generalized as a whole to all employment sectors or specific areas. Further research is recommended to use more representative sampling techniques, such as stratified random sampling in order to have more accurate and generalizable results.

Second, this study uses a quantitative approach, so it has not explored in depth the subjective experiences of respondents regarding superior-subordinate relationships and their psychological capital. Therefore, in future studies, a qualitative or mixed methods approach can be considered to gain a more comprehensive understanding of the factors that influence workplace wellbeing.

In addition, adding other variables such as social support or workload as moderator or mediator variables can also be a direction for further research development, in order to broaden understanding of workplace wellbeing among employees.

## 6. AUTHOR'S NOTE

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