

The Influence of Work Environment, Work Culture, and Social Protection on Employee Wellbeing

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ABSTRACT

Purpose – This study examines the influence of work environment, work culture, and social protection on employee wellbeing at PT XYZ. **Methodology/approach** – A quantitative associative method was applied, with data collected from 90 staff employees with a position level as supervisors using a total sampling technique and analyzed through PLS-SEM. **Findings** – It was found that the work environment, work culture, and social protection were significant predictors of employee wellbeing at PT XYZ. **Novelty/value** – As employee wellbeing has become increasingly important in recent years and is closely linked to sustainability, especially in the context of the workplace. Employee wellbeing is considered a crucial factor for maintaining productivity, motivation and healthy work environment, it is vital to understand how to boost employee wellbeing.

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INTRODUCTION

Every year, the manufacturing industry in Indonesia shows significant growth. The manufacturing industry is a type of business that focuses on the production and processing of raw materials, raw materials, and/or semi-finished goods into high-value goods for their use (Iskandar et.al 2024). The manufacturing industry sector is still the main driver of the national economy while occupying the position as the third largest sector in labor absorption (Fasta'sima et.al, 2025).

In the midst of global competition and high productivity demands, manufacturing companies face challenges in achieving employee wellbeing through the creation of a healthy work environment, a positive work culture, and adequate social protection for their employees. This challenge is increasingly relevant in line with Indonesia's commitment to the Sustainable Development Goals, especially goal 8 related to decent work and economic growth and goal 3 which focuses on healthy living and wellbeing. According to The Workplace Wellbeing 360 report for 2025 reveals that the employee wellbeing rate in Indonesia is at 53.26%, lagging behind Malaysia at 67.89% and Singapore at 68.23% (Intellect, 2025). This is quite worrying and needs an action to be able to improve the quality of employee wellbeing in Indonesia.

In this era that emphasizes sustainability, work is not just about completing tasks and receiving a salary. Employees also want balance, support, and opportunities for self-development. Wellbeing is the main thing that employees are looking for. This is not only related to facilities in the workplace, but also includes flexibility in working hours, appropriate benefits, attention to physical and mental health, social protection, as well as opportunities to a career development. Therefore, companies must have a strategy that pays attention to the wellbeing of all its workers (Wijayanti et.al., 2025).

PT XYZ as one of the manufacturing companies has a strategic role in supporting the achievement of sustainable development goals in Indonesia. Companies are required to increase productivity and competitiveness, but must also continue to ensure employee's wellbeing as part of their social responsibility and business sustainability. Through good Human Resource Management, companies can optimize employee potential, increase productivity, build a positive work culture, and be able to achieve competitive advantages (Muktamar, et.al., 2024).

Table 1. Pre-Survey Results of Measuring Employee Wellbeing Condition at PT XYZ

No	Statement	Number of Respondents		Percentage (Agree)
		Agree	Disagree	
1	Overall, I feel dissatisfied with my work conditions and wellbeing at the Company.	11	7	61%
2	I feel the Company has not provided optimal support to handle work-related stress.	13	5	72%
3	I feel I have limited opportunities to develop my skills and career in this company.	10	8	56%
4	I feel less safe and protected from potential work risks.	10	8	56%
5	My family and I feel less safe and protected from social-economic risks that may arise upon retirement.	11	7	61%

Source: Primary Data, 2025

As shown in Table 1, most employee agree with dissatisfied with their work conditions and wellbeing at the Company. The researcher also conducted interviews with respondent regarding their answer choices. Based on an interview with employee "S" who has worked for over 10 years at PT XYZ, it was found that:

"In general, the programs offered by the company to support employee wellbeing are quite varied, but I think evaluation and updates are needed to make it more relevant with the current conditions."

Previous studies have identified several factors influencing employee wellbeing, including leadership styles (Suprihartini, Y., & Suryathi, W. 2023), workplace environment (Dumitriu et.al.,2025), work culture (Khaldun et al., 2025), Work Environment (Rabuana & Yanuar 2023), social security programs (Waruwu et al., 2024), and Employee's personality (Hasudungan, G. N., & Mustika, M. D. 2024), Based on previous research, the researcher conducted a pre-survey to identify the main factors affecting employee wellbeing at PT XYZ. The questionnaires were distributed to 18 respondents representing employees of PT XYZ. Below is the pre-survey table to identify variables to be used by the researcher:

Table 2. Pre-Survey Results on Factors Affecting Employee Wellbeing Condition

No	Variable	Number of Respondents		Percentage (Agree)
		Agree	Disagree	
1	Work Environment	14	4	78%
2	Work Culture	9	9	50%
3	Social Protection	13	5	72%
4	Leadership Style	3	15	17%

No	Variable	Number of Respondents		Percentage (Agree)
		Agree	Disagree	
5	Personality and Individual Factors	6	12	33%

Based on Table 2, it shows that the most influential variables on employee wellbeing at PT XYZ are work environment, work culture, and social protection. These three factors are considered most influential because they are directly related to daily work conditions and workplace safety. A conducive work environment is considered capable of creating comfort, increasing productivity, and reducing work stress. Social protection is also a primary concern because it provides a sense of security and guarantees against work risks and life necessities, such as insurance and healthcare. Additionally, a healthy work culture encourages harmonious work relationships, open communication, and positive values in the organization. Therefore, these three factors are most frequently selected due to the direct benefits felt in supporting overall employee wellbeing.

The first factor influencing employee wellbeing is work environment. The work environment is an important factor that has a direct impact on the wellbeing of employees both mentally, physically and emotionally. A good work environment includes physical, social and psychological aspects can affect comfort, safety as well as employee motivation at work (Iskamto, Saputra, et al., 2025a, 2025b; Iskamto, Tory, et al., 2025; Pramono et al., 2025). A good physical and non-physical environment have an important role to improve employee performance by creating a safe and comfortable atmosphere for employees, including through the provision of facilities and work safety tools, maintaining workplace cleanliness, and increasing employee morale in every activity, so that work productivity will increase if physical and non-physical conditions are adequate (Sari, Megawati, & Heriyanto, 2020).

Furthermore, there is work culture as another factor that influence employee wellbeing. Work culture is a philosophy based on a view of life in the form of values that become the character, habits, and motivations that are cultivated in a group, which are reflected in attitudes, behaviors, ideals, opinions, views, and actions that are manifested through work (Juwita, 2021). Through optimal management of work culture and organization, companies can create a more productive work environment and support the achievement of employee wellbeing (Duodu, F. et.al., 2024). In addition to the work environment and work culture, the social protection of workers is an important element in employee wellbeing. Social security regulated by BPJS Ketenagakerjaan is a form of social protection of workers in Indonesia as an effort to improve the wellbeing of the working community through overcoming risks at work. (Anisa & Siharis, 2020).

This study aims to analyze the influence of these variables on employee wellbeing at PT XYZ. The results of the research are expected to enrich science, in addition to that it can also be used as a guideline or reference material in further research on the influence of the work environment, work culture and social protection on employee wellbeing.

LITERATURE REVIEW

Human Resource Management

Human resource management according to Hasibuan (2017) in Winata (2022) is a science and art in organizing labor relations and involvement to be effective in supporting the creation of the goals of the company, employees, and society. The management functions according to Winata (2022) are Staffing (Membership Arrangement), Evaluation, Replacement and Satisfaction, Advisor and Training, Building Relationships, Realizing and Ensuring Safe and Healthy Conditions, Investigating Problems, Interrogation, Maintenance, Termination of Employment.

Sustainable Development Goals

Sustainable Development Goals (SDGs) is defined as development that meets the needs of today without sacrificing the ability of future generations to meet their own needs (Prasetyo & Trisnaningtyas, 2025). The Sustainable Development Goals consist of 17 main goals with 169 targets to be achieved by 2030, covering social, economic, and environmental aspects in an integrated and inclusive manner.

Employee Wellbeing

Employee wellbeing is defined as the general level of employee satisfaction and function in the workplace, including psychological, physical, and social factors (Lumentut & Ambarwati, 2021). Employees who work in good health and prosperity will be able to make a positive impact and contribute to the organization or company such as decreased absenteeism rates, lower staff turnover, better staff morale, increased productivity, and increased reputation as an organization that people want to work and do business with (The Institute of Directors, 2006).

Work Environment

According to Sedarmayanti (2017), the work environment is the whole of the tools and materials faced, the surrounding environment where a person works, the working methods, and the work arrangement both as an individual and as a group. The work environment is divided into 2 main parts, physical and non-physical work environments.

Work Culture

Work culture is a management concept that includes the attitudes, beliefs, and perceptions of employer principles and practices (Bayot et al., 2024). Work culture is a philosophy based on a view of life in the form of values that become the character, habits, and motivations that are cultivated in a group, which are reflected in attitudes, behaviors, ideals, opinions, views, and actions that are manifested through work (Juwita, 2021).

Social Protection

The SMERU research institute (2003) stated that social protection is in principle one of the economic assets that functions as a basic protection system for people and their families against socio-economic risks. The form of protection provided to workers and their families against various labor market risks is in the form of labor social security (Jamsostek). Based on the theoretical review and the results of previous research, the following is the research framework (Figure 1):

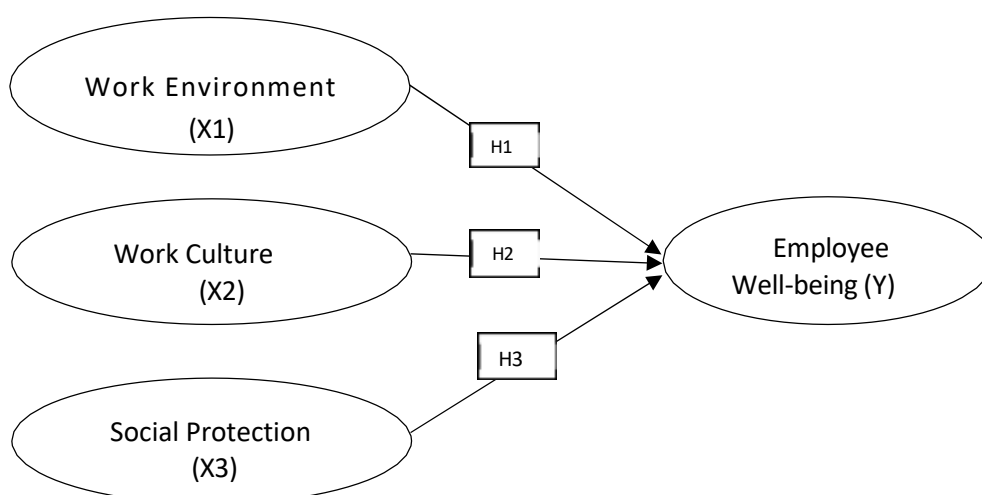


Figure 1. Conceptual Framework Model of Research

METHOD

The research design in this study is an associative design, which aims to examine the influence of work environment, work culture, and social protection on employee wellbeing. The research was conducted at PT XYZ, located in Cibitung, West Java.

The population in this study is 90 staff employees with a position level as supervisors that has been working for more than one year at PT XYZ. Roscoe (1982) in Sugiyono (2023) stated that the appropriate sample size in the study is between 30 and 500. Based on these considerations, the sample determination in this study uses a total sampling technique. Total sampling technique is a sample selection technique if all members of the population are used as samples (Sugiyono, 2023).

Data collection was carried out through a survey method using structured questionnaires. The operationalization of the variables presented as follows:

Table 3. Operationalization of Variables

Variable	Dimension	Indicator
Employee Wellbeing (Zheng et.al., 2015)	Life Aspect	Personal and Family Care
	Work Aspect	Compensation and Benefits
		Labor Protection
		Logistic Services
		Management Style
		Work Arrangement
	Psychological Aspect	Learning
		Growth
		Work Achievement
		Self-Actualization
Work Environment (Sedarmayanti, 2017)	Physical Work Environment	Lighting in the workplace
		Air circulation at the workplace
		Noise at the workplace
		Unpleasant odors at the workplace
		Safety at the workplace
	Non-Physical Work Environment	Peer relationships
		Supervisor-Employee relationship
Work Culture (Nurhadijah, 2017)	Discipline	Cooperation among employees
		Implementing rules and regulations properly
		Performing tasks and responsibilities well
		Time and attendance discipline
	Mutual respect	Dress code discipline
		Respecting others' opinions
		Being respectful to every employee
	Openness	Giving freedom to others to act according to their rights
		Ability to express opinions and feelings honestly
	Cooperation	Being straightforward
		Clear goals

Variable	Dimension	Indicator
Social Protection (Desmadi, 2015)		Open and honest communication
		Good listening skills
		Participation of all members
		Responsible in carrying out tasks
	Work Accident Guarantee	Transportation Costs
		Medical treatment, hospital care
		Compensation allowance
		Funeral costs
	Old-age guarantee	Funds provided for workers
	Death guarantee	Burial costs
		Cash compensation
	Health service guarantee	Primary outpatient care
		Advanced outpatient care
		Inpatient care
		Pregnancy examination
		Delivery assistance
		Diagnostic support
		Special services for certain diseases
		Emergency services

In this study, the measurement method applied using Likert scale to assess attitudes, opinions, and perceptions of individuals or groups regarding social phenomena. The Likert scale employed five response options: 5 (strongly agree), 4 (agree), 3 (neutral), 2 (disagree), and 1 (strongly disagree). The analysis method used in this study is structural equation modeling (SEM) using smartPLS. Structural Equation Modeling (SEM) is a powerful multivariate statistical analysis technique that combines factor analysis and multiple regression analysis.

RESULT AND DISCUSSION

The results of the measurement model evaluation confirm that all four latent constructs exhibited acceptable convergent validity. Most indicators across each construct demonstrated standardized factor loadings above 0.70. In addition, all variables recorded Composite Reliability values exceeding 0.80, and Cronbach's Alpha values ranging from 0.830 to 0.919, indicating strong internal consistency and reliability. The Average Variance Extracted (AVE) values for each construct were also above the minimum threshold of 0.50, ranging from 0.531 to 0.656, further supporting convergent validity. These results collectively indicate that the measurement model is both valid and reliable, and thus appropriate for further analysis in the structural model.

Table 4. Convergent Validity Test Result

Variable	Indicator	Outer Loading	Average Variance Extracted (AVE)	Cronbach's alpha	Composite reliability
	LK1	0.866	0.613	0.910	0.926
	LK2	0.746			

Variable	Indicator	Outer Loading	Average Variance Extracted (AVE)	Cronbach's alpha	Composite reliability
Work Environment (X1)	LK3	0.756			
	LK4	0.722			
	LK5	0.793			
	LK6	0.756			
	LK7	0.753			
	LK8	0.857			
Work Culture (X2)	BK1	0.874	0.690	0.969	0.588
	BK2	0.871			
	BK3	0.801			
	BK4	0.789			
	BK5	0.813			
	BK6	0.839			
	BK7	0.844			
	BK8	0.796			
	BK9	0.866			
	BK10	0.838			
	BK11	0.801			
	BK12	0.891			
	BK13	0.849			
	BK14	0.740			
Social Protection (X3)	PS1	0.763	0.683	0.966	0.970
	PS2	0.752			
	PS3	0.854			
	PS4	0.843			
	PS5	0.732			
	PS6	0.810			
	PS7	0.741			
	PS8	0.850			
	PS9	0.898			
	PS10	0.848			
	PS11	0.890			
	PS12	0.895			
	PS13	0.869			
	PS14	0.795			
	PS15	0.825			
Employee Wellbeing (Y)	KK1	0.766	0.965	0.930	0.940
	KK2	0.731			

Variable	Indicator	Outer Loading	Average Variance Extracted (AVE)	Cronbach's alpha	Composite reliability
	KK3	0.787			
	KK4	0.782			
	KK5	0.753			
	KK6	0.833			
	KK7	0.753			
	KK8	0.708			
	KK9	0.768			
	KK10	0.769			
	KK11	0.781			

Based on Table 4, it can be observed that the outer loading values of all indicators are valid. This is indicated by the value of outer loadings > 0.7 , and the Average Variance Extracted (AVE) values are greater than 0.5. It shows results of Cronbach's alpha and composite reliability tests show satisfactory values, because the value of Cronbach's alpha and composite reliability in each latent variable ≥ 0.70 . This means that all latent variables can be said to be reliable.

The discriminant validity of reflective indicators can be evaluated through the cross loading value between each indicator and the construct in question. Validity is measured if the highest loading value is in the construct that is indeed the destination, compared to the loading value of other constructs.

Table 5. Cross Loadings Test Result

	Work Environment	Work Culture	Social Protection	Employee Wellbeing
LK1	0.866	0.149	0.424	0.442
LK2	0.746	0.048	0.356	0.439
LK3	0.756	0.120	0.312	0.259
LK4	0.722	0.264	0.252	0.242
LK5	0.793	0.461	0.418	0.414
LK6	0.756	0.312	0.297	0.270
LK7	0.753	0.263	0.320	0.322
LK8	0.857	0.290	0.337	0.431
BK1	0.214	0.874	0.134	0.342
BK2	0.218	0.871	0.180	0.322
BK3	0.271	0.801	0.216	0.335
BK4	0.212	0.789	0.067	0.181
BK5	0.221	0.813	0.160	0.215
BK6	0.160	0.839	0.113	0.233
BK7	0.073	0.844	0.133	0.226
BK8	0.276	0.796	0.157	0.334
BK9	0.305	0.866	0.280	0.336
BK10	0.355	0.838	0.189	0.332

	Work Environment	Work Culture	Social Protection	Employee Wellbeing
BK11	0.373	0.801	0.169	0.238
BK12	0.255	0.891	0.286	0.350
BK13	0.290	0.849	0.224	0.303
BK14	0.176	0.740	0.359	0.206
PS1	0.284	0.197	0.763	0.372
PS2	0.349	0.443	0.752	0.312
PS3	0.348	0.206	0.854	0.394
PS4	0.333	0.158	0.843	0.330
PS5	0.306	0.152	0.732	0.413
PS6	0.326	0.156	0.810	0.341
PS7	0.295	0.132	0.741	0.266
PS8	0.488	0.137	0.850	0.280
PS9	0.420	0.186	0.898	0.331
PS10	0.365	0.159	0.848	0.335
PS11	0.414	0.180	0.890	0.372
PS12	0.413	0.223	0.895	0.443
PS13	0.473	0.236	0.869	0.398
PS14	0.300	0.106	0.795	0.410
PS15	0.402	0.238	0.825	0.240
KK1	0.241	0.204	0.248	0.766
KK2	0.379	0.320	0.179	0.731
KK3	0.324	0.347	0.341	0.787
KK4	0.329	0.358	0.322	0.782
KK5	0.398	0.412	0.397	0.753
KK6	0.420	0.251	0.448	0.833
KK7	0.472	0.155	0.375	0.753
KK8	0.298	0.176	0.317	0.708
KK9	0.345	0.228	0.365	0.768
KK10	0.313	0.209	0.232	0.769
KK11	0.380	0.258	0.345	0.781

Source: Processed Data, 2025

It can be seen that the correlation relationship between the constructs of Work Environment, Work Culture, Social Protection, and Employee Wellbeing has a higher correlation rate compared to the correlation between the indicators of each construct against other constructs in the overall model. The value of cross loadings of the working environment indicator (X1) ranges from 0.722 to 0.866 greater than cross loading against other latent constructs. The value of cross loadings of the work culture indicator (X2) ranges from 0.740 to 0.891 greater than cross loading against other latent constructs and the value of cross loadings of social protection indicators (X3) ranges from 0.179 to 0.898 greater than cross loading against other latent constructs. Thus all variables are declared valid.

Table 6. Fornell Larcker Criterion Analyze Result

	Work Culture	Employee Wellbeing	Work environment	Social Protection
Work Culture	0.830			
Employee Wellbeing	0.353	0.767		
Work environment	0.300	0.471	0.783	
Social Protection	0.233	0.434	0.444	0.826

Source: Processed Data, 2025

Based on the data in Table 6, it shows that the work environment (X1) has a higher correlation rate than other variables. Work culture (X2) has a higher correlation rate than other variables. Social protection (X3) has a higher correlation rate than other variables. Employee wellbeing (Y) has a higher correlation rate than other variables. This shows that the latent variable meets the discriminant validity criteria. This means that it can be concluded that the square root of the Average Variance Extracted (\sqrt{AVE}) for each construct is greater than the correlation between one construct and another construct in the model.

Coefficient of Determination (R square)

Table 7. Result R-Square Test

Variable	R-Square
Employee Wellbeing	0.322

Source: Processed Data, 2025

Based on Table 7, the r-square value in the study was 0.322, the value was greater than 0.19 but smaller than 0.33 so it was categorized as weak. The R-square value showed that the influence of the work environment, work culture and social protection on employee wellbeing was 32.2% while the remaining 67.8% was explained by other variables outside the study.

Predictive Relevance (Q Square)

Table 8. Result Q-Square Test

Variable	SSO	SSE	Q² (=1-SEE/SS0)
Employee Wellbeing	990.000	822.623	0.169

Source: Processed Data, 2025

Based on Table 8, it can be seen that the Q² value for employee performance is greater than 0. The Q-Square value of 0.169 means that this study has predictive relevance.

F-Square

Table 9. Result F-Square Test

Variable	F-Square	Information
Work Culture → Employee Wellbeing	0.056	Weak
Work Environment → Employee Wellbeing	0.099	Weak

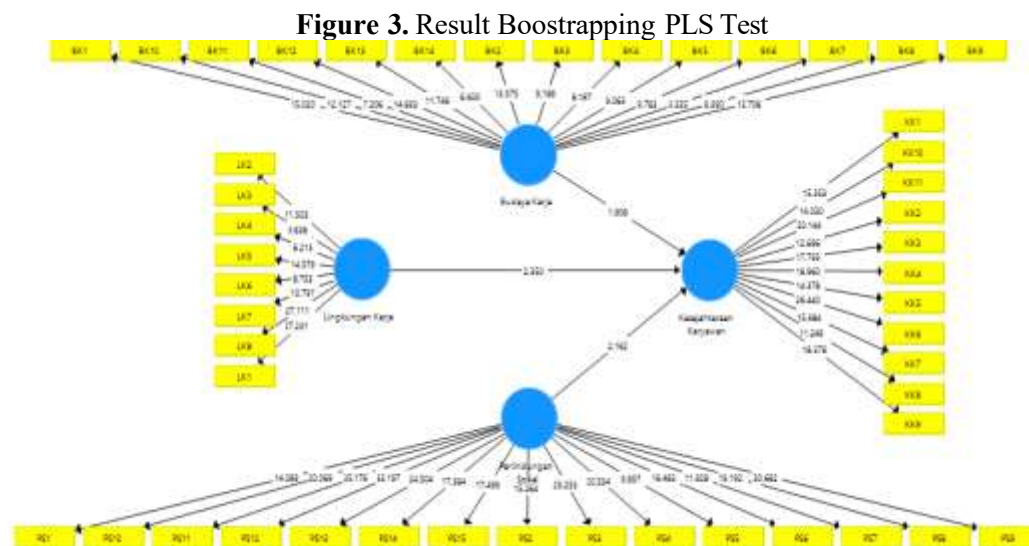
Social Protection → Employee Wellbeing	0.076	Weak
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Source: Processed Data, 2025

Based on Table 9, it can be seen that the f-square value on the variables of work environment, work culture and social protection has a weak effect because the f-square value is less than 0.15. The f-square test was performed to assess how much influence exogenous variables have on endogenous in the model. The f-square value of 0.35 indicates a strong influence, a moderate value of 0.15, and a weak value of 0.02 (Ghozali and Latan, 2015).

Hypothesis Test

The significance of the hypothesis was obtained through the bootstrapping process by looking at the coefficient and t-statistic values on the bootstrapping results report. The significance or not of the hypothesis can be seen from the T-table at alpha 0.05 (5%) = 1.645, then compare it with the T-count (T-statistic).



Source : Processed Data, 2025

As shown in Figure 3, the results of the structural model can be used to test the research hypotheses.

Table 10. Result Path Coefficient Test

Variable	Original Sample	Standard Deviation	T Statistics	P Values	Information
Work Environment → Employee Wellbeing	0.296	0.126	2.350	0.010	H1 Accepted
Work Culture → Employee Wellbeing	0.205	0.107	1.908	0.028	H2 Accepted
Social Protection → Employee Wellbeing	0.254	0.118	2.162	0.016	H3 Accepted

Source: Processed Data, 2025

Based on Table 10, the results of the path coefficient value can be explained as follows: Work Environment Towards Employee Wellbeing has a T-Statistical value of 2,350 > 1.96, an original sample value of 0.296 and a p-value of 0.010 < 0.05, which shows that the work environment affects

employee wellbeing, so H1 is accepted which means that the work environment has a positive and significant effect on employee wellbeing. Work Culture Towards Employee Wellbeing has a T-Statistical value of $2,162 > 1.96$ and a p-value of $0.016 < 0.05$, so H2 is accepted which means that work culture has a positive and significant effect on employee wellbeing. Social Protection for Employee Wellbeing has a T-Statistic value of $2,162 > 1.96$, an original sample value of 0.254, and a p-value of $0.016 < 0.05$, so H3 is accepted, meaning that social protection has a positive and significant effect on employee wellbeing.

Discussion of Research Findings

The Influence of the Work Environment on Employee Wellbeing

The test results show that the Work Environment variable has a positive and significant effect on employee wellbeing. This means that employees who work in a conducive environment that provides a sense of security, comfort, encourages increased productivity and reduces work stress tend to have good wellbeing conditions as employees. This supports the results of previous research by Dumitriu, et.al., (2025) that improving conditions and relationships in the workplace can have a positive impact on employee wellbeing.

The Influence of Work Culture on Employee Wellbeing

The test results showed that work culture variables had a positive and significant effect on employee wellbeing. This means that employees who work in a positive work culture characterized by discipline, mutual respect, open communication, and good teamwork will feel more comfortable, appreciated, and motivated at work. This kind of work culture encourages the creation of a sense of security, satisfaction, and work-life balance, thus improving the overall wellbeing of employees. The importance of the influence of work culture in the achievement of employee wellbeing supports the results of a previous study by Chandra (2025).

The Effect of Social Protection on Employee Wellbeing

The test results showed that the social protection variable had a positive and significant effect on employee wellbeing. This means that employees feel that the programs and policies designed by the company to ensure wellbeing, income security, including various forms of benefits for children and families that are received are comparable and worthy of the efforts they provide, then this will also improve employee wellbeing. These results support previous research by Wijayanti, et.al., (2025) which stated that the policies and facilities that companies provide to employees play an important role in shaping employees' perceptions of wellbeing.

CONCLUSION

Based on the results of the analysis and discussion that has been explained, several conclusions can be drawn as follows. The results of this study state that the work environment has a positive and significant impact on employee wellbeing. This means that the better the quality of the work environment felt by employees, the higher the level of wellbeing felt. The results of this study state that work culture has a positive and significant impact on employee wellbeing. This means that when organizations implement a positive work culture, it can create a work environment that supports growth and comfort for employees. The results of this study state that social protection has a positive and significant impact on employee wellbeing. This means that the better the social protection provided by the company, the higher the level of wellbeing felt by employees. Based on the results of the research that has been carried out and described, the researcher expects to provide contributions to various stakeholders who may use the results of this study in the future, include the following:

Recommendations for Future Researchers

Based on the results of this study, there are still several limitations. One of them is the independent variables used, namely work environment, work culture, and social protection, which only have an influence of 32.2% on the dependent variables. It is recommended that future research consider the use or addition of other independent variables, considering that there are many other factors that have the potential to affect the results of the study such as leadership style, personality and individual factors. The number of samples in the study was limited to 90 employees. For the next researcher, it is hoped that it can expand the number of respondents to obtain more accurate analysis results.

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