

THE RELATIONSHIP EMPLOYEE WELL-BEING, PSYCHOLOGICAL CAPITAL, AND JOB RESOURCES ON WORK ENGAGEMENT

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Abstrak

Penelitian ini bertujuan untuk membuktikan bahwa *Employee Well-Being*, *Psychological Capital*, dan *Job Resources* memiliki pengaruh terhadap *Work Engagement* pada karyawan Pabrik Gula Rejo Agung Baru Madiun. Penelitian ini menggunakan pendekatan kuantitatif dengan data primer yang diperoleh melalui penyebaran kuesioner kepada 224 responden. Teknik analisis yang digunakan adalah regresi linier berganda dengan bantuan aplikasi SPSS versi 24. Hasil penelitian menunjukkan bahwa *Employee Well Being*, *Psychological Capital*, dan *Job Resources* berpengaruh positif dan signifikan terhadap *Work Engagement*, di mana kesejahteraan karyawan, modal psikologis yang tinggi, serta tersedianya sumber daya kerja mendorong peningkatan keterlibatan karyawan dalam pekerjaan.

Kata Kunci: *Employee Well-Being, Psychological Capital, Job Resources, Work Engagement*

Abstract

This study aims to demonstrate that Employee Well-Being, Psychological Capital, and Job Resources influence Work Engagement among employees at the Rejo Agung Baru Sugar Factory in Madiun. This study used a quantitative approach with primary data obtained through questionnaires distributed to 224 respondents. The analysis technique used was multiple linear regression with the assistance of SPSS version 24. The results showed that Employee Well-Being, Psychological Capital, and Job Resources have a positive and significant effect on Work Engagement, where employee well-being, high psychological capital, and the availability of work resources encourage increased employee engagement.

Keywords: *Employee Well-Being, Psychological Capital, Job Resources, Work Engagement*

A. INTRODUCTION

In a competitive industrial world, work engagement is a crucial key to improving productivity and organizational performance. In the manufacturing sector, such as the Rejo Agung Baru Madiun Sugar Factory, work engagement is crucial because it influences the smooth running of production. However, during the milling season, employees face high pressure, heavy physical loads, and long working hours, which can potentially reduce employee well-being. This condition is reflected in complaints of fatigue, stress, and lack of rest time, although some employees still demonstrate high work enthusiasm.

Table 1 SOP Data for the Production Section at the Rejo Agung Baru Sugar Factory in Madiun

No	Work Stages	SOP Description	Person responsible	Execution time
1	Preparation of the Grinding Machine	Checking the condition of the machine, lubrication, and availability of raw sugar cane materials	Machine Operator & Technician	Before the shift starts
2	Sugar mill	Operate the machine according to capacity, maintain stable pressure & speed	Machine Operator	During the production process
3	Quality Monitoring	Checking the milling results (nira & dregs) according to quality standards	Quality Control (QC)	Periodically every 2 hours
4	Work safety	Use PPE (helmet, gloves, safety shoes) and comply with K3 signs	All Employees	All working hours
5	Cleaning & Shutdown	Clean the work area, turn off the machine according to procedure, and make a report.	Operators & Technicians	After the shift ends

Source : Doc. PT. PG Rejo Agung Baru Madiun, 2025

To maintain consistent performance, the company establishes Standard Operating Procedures (SOPs) covering safety, machine operation, task allocation, and team communication. SOPs serve as guidelines to minimize errors and improve work efficiency.

Based on operational data, production employees' workloads during the milling season are quite high, averaging 10–12 hours per day with 20–30 hours of overtime per month. This is accompanied by approximately 40 health complaints per month and a sick leave rate of approximately 15% of active employees, indicating significant work pressure.

Despite high work pressure, some employees still demonstrate optimal performance thanks

to psychological capital (optimism, resilience, hope, and self-efficacy). The company also strives to support employees with motivational programs, stress management training, and internal promotions. Data shows that 120 employees participated in self-development programs, 50 participated in stress management training, turnover was relatively low (5% per year), and 15 employees received promotions.

In addition, in terms of job resources, companies provide healthcare, welfare benefits, job training, and management-employee communication forums. However, employee perceptions of these resources vary, which impacts their level of work engagement.

In general, this phenomenon indicates that employee well-being, psychological capital, and job resources play a significant role in increasing work engagement. Previous research supports this finding, showing that employee well-being, psychological capital, and job resources have been shown to positively contribute to work engagement. Therefore, in the context of a labor-intensive industry like sugar factories, the synergy between these three factors is key to improving individual performance and achieving organizational goals.

Referring to the formulation the problem you want reviewed in study this, then study This aim For prove that Employee Well-Being, Psychological Capital, and Job Resources own influence to Work Engagement in employees New Rejo Agung Sugar Factory, Madiun.

1. Work Engagement

Work engagement was first proposed by Khan (1990) as a positive psychological condition in which individuals express themselves physically, cognitively, and emotionally in their work, thus providing beneficial results for both individuals and organizations (Wijayanti, 2022) . According to Barkhawa (2020) , work engagement is a state when individuals recognize their identity and work, which is characterized by enthusiasm, dedication, and absorption. Thus, work engagement can be concluded as an individual's full involvement in their work, indicated by high enthusiasm (vigor), dedication to tasks (dedication), and full focus on work (absorption), thus positively impacting individual and organizational performance.

2. Employee Well-Being

Employee Well-Being is a state of overall well-being experienced by employees in the work environment, encompassing physical, emotional, social, material, and psychological aspects (Abdurrasyid 2024) . Employees with a good level of well- being are generally satisfied with their jobs, have good health, are able to maintain a balance between work and personal

life, and have a positive perception of the organization (Sitorus & Primanita, 2024)

3. Psychological capital

Psychological capital is a positive psychological condition possessed by an individual, characterized by four main dimensions: self-efficacy (confidence in one's ability to complete tasks), optimism (a positive outlook on the future), hope (motivation to achieve goals and plan how to achieve them), and resilience (the ability to recover from failure and stress) (Pradini & Nurwidawati, 2022) . Avolio (2007) in Anatama (2018) explains that psychological capital plays a crucial role in helping individuals develop, adapt constructively, cope with work stress, and maintain optimal performance despite challenges or changes.

4. Job Resources

Job resources are various positive aspects of work, encompassing physical, psychological, social, and organizational dimensions, that serve to support the achievement of work goals and mitigate the negative impacts of work demands (Aprilianingsih & Frianto, 2022) . Job resources not only help improve work performance and effectiveness, but also act as a buffer against work fatigue and encourage individual growth, learning, and development within the organization. (Kiki & Arisona, 2021).

B. METHOD

Study This was carried out at the Rejo Agung Baru Sugar Factory in Madiun City, located at Jalan Kalimantan No. 21 and Jalan Yos Sudarso No. 23, Patihan, District Manguharjo, Madiun City. Research time ongoing during four months, namely March 2025 to June 2025.

Type of research used is study quantitative with approach survey use questionnaire as instrument data collection. Data obtained Then analyzed in a way statistics with help SPSS application.

Population in study This is all over employee part production New Rejo Agung Sugar Factory in Madiun City as many as 224 people. Retrieval technique sample use saturated sampling method, so that amount sample The same with population namely 224 respondents.

Variables study consists of from three variables independent that is Employee Well- Being (X1), Psychological Capital (X2), and Job Resources (X3), as well One variables dependent that is Work Engagement (Y). Research data collected use questionnaire with 4 - point Likert scale. The analysis technique used is analysis multiple linear regression, with stages of validity

testing, reliability testing, assumption testing classical (normality, multicollinearity, heteroscedasticity, and autocorrelation), as well as hypothesis testing through t-test and coefficient test determination (R^2).

C. RESULTS AND DISCUSSION

1. Research Instrument Testing

U ji validity done in count how valid and whether or not a questionnaire. An instrument is said to be valid if it can process and measure accurately And appropriate (Ghozali, 2019) . The results of the validity test show that all questions from the Employee Well-Being (X1), Psychological Capital (X2), and Job Resources (X3) variables, as well as Work Engagement (Y) shows results that have a significance value of <0.05 and a calculated r value of >0.1305 , thus all questions in the questionnaire can be used and can be trusted to collect the required data.

The reliability test in this study was used to measure the indicators of the variables in a questionnaire (Ghozali, 2019) . An indicator is said to be reliable if a person's answers to the questions are consistent. The results of the reliability test using Cronbach's Alpha for each variable are: Employee Well-Being (X1), Psychological Capital (X2), and Job Resources (X3), as well Work Engagement (Y) is more than 0.70, then it can be stated that the indicators for each variable are reliable.

2. Classical Assumption Test

a. Normality Test

The normality test aims to determine whether the confounding variables or residuals in a regression model have a normal distribution (Ghozali, 2019).

Table 2 Data Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		224
Normal Parameters ^{a,b}	Mean	0.0000000
	Standard Deviation	4.91979540
Most Extreme Differences	Absolute	0.123
	Positive	0.096
	Negative	-0.123
Test Statistics		0.123
Asymp. Sig. (2-tailed)		.184

Source: Processed primary data (2025)

The Kolmogorov-Smirnov test results show a significant probability value > 0.05 . Therefore, it can be concluded that the data is normally distributed.

b. Multicollinearity Test

The multicollinearity test aims to test whether the regression model finds a correlation between variables (Ghozali, 2019) .

Table 3 Multicollinearity Test

Model		Coefficients ^a			
		Unstandardized Coefficients		Collinearity Statistics	
		B	Std. Error	Tolerance	VIF
1	(Constant)	-0.643	2,308		
	<i>Employee Well-Being</i>	0.665	0.091	0.232	4,304
	<i>Psychological Capital</i>	0.151	0.035	0.255	3,924
	<i>Job Resources</i>	1,047	0.076	0.438	2,281

Source: Processed primary data (2025)

Based on the results of the multicollinearity test, it shows that each variable, namely has a tolerance of > 0.10 and a VIF value ≤ 10 , then each of these variables shows that there is no multicollinearity between the independent variables in the regression model.

c. Heteroscedasticity Test

The Heteroscedasticity Test is used to determine whether or not there is a deviation from the classical assumption of heteroscedasticity, namely the existence of inequality in the variance of the residuals for observations of the regression model. (Ghozali, 2019) .

Table 4 Heteroscedasticity Test Results

Model		Coefficients ^a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	-1,775	1,643		-1,081	0.281
	<i>Employee Well-Being</i>	0.259	0.065	0.528	0.992	0.890
	<i>Psychological Capital</i>	-0.019	0.025	-0.096	-0.761	0.447
	<i>Job Resources</i>	-0.135	0.054	-0.242	-0.511	0.127

Source: Processed primary data (2025)

Based on the results of the Glejser test in the table above, it shows that each variable shows a sig value > 0.05 , thus it can be concluded that the data does not show symptoms of heteroscedasticity.

3. Hypothesis Testing

a. t-test

Based on data processing using the SPSS 24 program, the following output was obtained:

Table 5 Results of Multiple Linear Regression Analysis Test

Model	Coefficients ^a				t	Sig.
	Unstandardized Coefficients		Standardized Coefficients	Beta		
	B	Std. Error				
1 (Constant)	-0.643	2,308			-0.279	0.781
<i>Employee Well-Being</i>	0.665	0.091	0.348		7,307	0.000
<i>Psychological Capital</i>	0.151	0.035	0.196		4,301	0.000
<i>Job Resources</i>	1,047	0.076	0.480		13,824	0.000

a. Dependent Variable: Work Engagement

Source: Processed primary data (2025)

- 1) Based on the SPSS output, it was obtained that the calculated t value for the Employee Well Being variable (X1) was 7.307, which was greater than the t table of 1.667, and had a significance value of 0.000 < 0.05. So it can be concluded that Employee Well Being has a significant effect on Work Engagement (Y). Thus, hypothesis 1 is accepted, which means that the better the level of Employee Well Being, the higher the Work Engagement of the Rejo Agung Baru Madiun Sugar Factory employees.
- 2) Based on the SPSS output, it was obtained that the calculated t value for the Psychological Capital variable (X2) was 4.301, greater than the t table of 1.667, with a significance value of 0.000 < 0.05. This shows that Psychological Capital has a significant effect on Work Engagement (Y). Thus, hypothesis 2 is accepted, which means that the higher the Psychological Capital owned by employees (such as optimism, self-efficacy, hope, and resilience), the higher the level of Work Engagement of the Rejo Agung Baru Madiun Sugar Factory employees.
- 3) Based on SPSS output, the calculated t value for the Job Resources variable (X3) is 13.824, much greater than the t table of 1.667, and has a significance value of 0.000 < 0.05. Thus, Job Resources have a significant effect on Work Engagement (Y). Hypothesis 3 is accepted, which means that the more and adequate Job Resources available to employees (such as support from superiors, coworkers,

and access to training), the higher the level of Work Engagement of employees at the Rejo Agung Baru Madiun Sugar Factory.

4. Discussion

a. The Influence of Employee Well-Being on Work Engagement

Based on the SPSS output, it is obtained that t - value For The Employee Well Being variable (X1) is amounting to 7,307, which is more big from t table of 1,667, and has mark significance $0.000 < 0.05$. So it can be concluded that Employee Well Being has an influence significant on Work Engagement (Y). With Thus, the hypothesis first (H1) in study This accepted, which means that the more Good level welfare Work employees, then the more high involvement they in work at the Rejo Agung Baru Sugar Factory, Madiun.

Employee Well Being reflects condition psychological and emotional stable, happy, and satisfied employees to his life in the place work. When employees feel Healthy mentally and emotionally, have connection good job, and feel valued by the organization, they will more motivated and enthusiastic in operate his duties. Prosperous employees tend show dedication, passion, and commitment emotional to his job.

Implications from findings This is employee capable feel security, comfort, and award from organization, as reflected in statement questionnaire that respondents feel safe and comfortable environment work, have good relationship with colleague work, and feel appreciated by the organization. Conditions This show that welfare social and emotional employee is at a good level. The relationship positive between employees also strengthens the sense of togetherness and support team, so that created climate harmonious work as well as minimize potential conflict. This signify that organization has succeed create environment supportive work, which becomes foundation important for improvement satisfaction Work employee.

Next, the welfare that is felt employee impact on the height attachment work, as seen in statement questionnaire that respondents feel proud with his work, consider work important and meaningful, and try finish work with good. Employees who feel valued will show dedication high, enthusiasm, and passion in carry out task. This is has implications for increasing productivity individual and team, which in turn strengthen achievement objective organization in a way sustainable.

Findings This supported by research from Sitorus & Primanita (2024) and Gomez & Chavez (2023) who found that there is connection positive between employee well-being and work engagement in employees government and sector business. Likewise, the results research by Abdurrasyid (2024) and Siswanto & Putri (2025) which confirms that employee well-being, good in context general and workplace well-being, have an impact significant to involvement work. This is show that the more tall level welfare employees, then the more big involvement they in work.

With thus, it can concluded that Employee Well Being is factor important in create involvement high workload. Organization need give attention Serious to aspect welfare This For maintain employees who do not only productive, but also loyal and motivated in term long.

b. The Influence of Psychological Capital on Work Engagement

Regression test results show that t - value For Psychological Capital variable (X2) is by 4,301, more big from t table of 1,667, with mark significance of $0.000 < 0.05$. This is means that Psychological Capital has an influence significant towards Work Engagement, so hypothesis second (H2) is accepted

Psychological Capital is source Power psychological positive which includes four dimensions main components, namely self-efficacy, hope, optimism, and resilience. Employees who have psychological capital tall tend own trust self in finish task (efficacy), strong expectations to achievement goals, attitudes optimistic to results work, as well as ability rise from difficulties (resilience).

Implications from findings This is employee have strong psychological capital, marked by with belief self, hope, optimism, and ability For rise from difficulties. This is reflected from results questionnaires, for example respondents Certain can finish task difficult work (self-efficacy), have determination For reach objective work (hope), confident in the future work will good (optimism), and capable rise return after face difficulty work (resilience). Condition This show that majority employee is at in condition positive psychology, which can become important capital in face challenges and pressure work. High psychological capital also reflects readiness employee For still productive and adaptable in situation dynamic work.

Furthermore, high psychological capital the proven correlated with increasing attachment work. This is seen from results questionnaire on the work engagement variable, where respondents feel proud with work, consider his job important and meaningful, and try finish work with good. Findings This indicates that employees who have a sense of trust self, optimism, and Power stand psychological more tend show enthusiasm, passion, and dedication in carry out assignment. Implications more carry on is increasing productivity and quality work, which in the end strengthen achievement objective organization in a way sustainable.

Findings This in line with theory from Luthans et al. (2007) who stated that Psychological Capital is predictor important to behavior Work positive, including Work Engagement. Psychological capital help employee For still motivated, focused, and committed to his job although face pressure high work.

Research result This appropriate and supportive results research conducted by Wirawan et al. (2020) found that psychological capital influences work engagement well in a way direct and No direct through satisfaction work . Findings similar put forward by Hariyadi (2019) and Fitri et al. (2023) who stated that psychological capital, in particular dimensions of hope and self-efficacy, contribute significant to level involvement work. In fact, Fitri et al. showed that its influence reached 44.6%, strengthening argument that psychological capital plays a role role strategic in form passion and dedication employee to work they.

c. The Influence of Job Resources on Work Engagement

Based on results of the hypothesis test, obtained mark t count For variables Job Resources (X3) amounting to 13,824, more big from t table as big as 1,667, with mark significance $0.000 < 0.05$. With thus, it can concluded that Job Resources influential significant to Work Engagement, and hypothesis third (H3) is accepted.

Job Resources covering various aspect supportive work implementation tasks, such as support from boss, bait constructive feedback, opportunities development career, as well as autonomy in job. Availability source Power adequate work provide a sense of security and comfort for employee For finish his duties optimally.

Implications from findings This is employee feel availability source Power adequate job resources, both in the form of support boss, bait back, opportunity development, as

well as autonomy in work. This is reflected from statement questionnaire that respondents feel superior give help when experience difficulties, accepting constructive input related results work, given chance follow training work, and given freedom in arrange method finish job. Condition This show that organization has succeed provide source relevant and supportive power, so that create a sense of security, comfort, and opportunity develop for employee.

Next, the availability of job resources impact positive to increasing employee work engagement. Questionnaire results show that respondents feel proud with work, consider his job important and meaningful, and try finish work with good. Findings This confirm that support organization in form source Power adequate work can push enthusiasm, dedication, and Spirit employee in operate assignment. Implications more carry on is improvement performance individual and collective, which ultimately strengthen productivity as well as support achievement objective organization in a way sustainable.

Research result This appropriate and supportive results research conducted by Anatama (2018) and Zulhasmi et al. (2021) shows that job resources like bait feedback and support organization give significant contribution to work engagement. Frinsca et al. (2024) added that in generation Z, the dimensions feedback from job resources own the strongest influence in increase involvement work. Support This reinforced by Barkhowa (2020) who identified that job resources No only increase engagement, but also decreases burnout, making it factor important in create environment healthy and productive work.

In the environment Work like The Rejo Agung Baru Madiun Sugar Factory which has pressure operational high, provision of job resources such as training technical, supportive supervision, and effective communication between team become key in increase employee engagement. This No only increase performance, but also strengthens commitment term long to organization.

D. CONCLUSION

Based on results data analysis and testing hypothesis about influence Employee Well Being, Psychological Capital, and Job Resources to Work Engagement in employees operational milled at the Rejo Agung Baru Madiun Sugar Factory, then can concluded as following:

1. Employee Well-Being influential in a way positive and significant to Work Engagement.
2. Psychological Capital influential in a way positive and significant to Work Engagement.
3. Job Resources influential in a way positive and significant to Work Engagement.

E. SUGGESTION

1. For Company Management

Management New Rejo Agung Sugar Factory in Madiun recommended For increase welfare employee through facility health work, awards performance, as well as approach humanist, and give training psychological and motivational to strengthen psychological capital employee.

2. For Researchers Furthermore

Researchers next expected can add other relevant variables like style leadership, environment Work physical, or work-life balance, as well as consider approach qualitative or method mixture For get description more deep.

3. For Employees (Respondents)

Employee recommended For guard mental and physical condition, increase self-confidence self, building attitude optimistic, brave face challenges, and proactive in utilise source Power work available for Work Engagement can Keep going increase.

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