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Exploring the Influence of Social Support and Personality on Employee Well-being: The Mediating Role of Transformational Leadership at PT. Cakrawala Dinamika Utama

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Abstract

This study aims to analyze the influence of social support and personality on the implementation of employee well-being, with transformational leadership style as an intervening variable, at PT. Cakrawala Dinamika Utama. We use a quantitative approach, utilizing survey techniques and structural equation modeling (SEM) analysis to test the relationship between variables. The study population includes all permanent employees of PT. Cakrawala Dinamika Utama Medan at the Soho Bar and Resto unit, totaling 105 people. We used the census sampling method to sample the entire population. Thus, the sample in this study was 105 respondents. The results of the study are expected to provide strategic insights for companies in designing policies that support employee well-being by considering aspects of social support, personality, and adaptive leadership style. These findings are also expected to be able to increase the effectiveness of employee well-being programs at PT. Cakrawala Dinamika Utama, as well as contribute to improving employee performance and job satisfaction in a sustainable manner.

Keywords: Social support, personality, employee well-being, and transformational leadership style

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INTRODUCTION

Employee well-being has emerged as a primary priority in human resource management inside contemporary enterprises (Jaskeviciute et al., 2021). Amidst intensifying commercial competition, organizational performance is now assessed not solely by financial outcomes but also by the degree to which a corporation fosters a work environment conducive to employee well-being (Saragih, 2021). PT. Cakrawala Dinamika Utama, a fast expanding enterprise, acknowledges the significance of this factor in preserving its sustainability and competitiveness. Employee well-being encompasses not just the physical health of employees but also the interconnected emotional, psychological, and social dimensions. These three dimensions establish the basis for achieving optimal work happiness and productivity levels.

The emotional dimension of employee well-being encompasses emotions of security, admiration, and healthy relationships with colleagues and supervisors. Employees who perceive respect and support are generally more driven to contribute optimally to the organization (Ostermeier, 2023). Psychological well-being pertains to the mental stability of employees, encompassing their capacity to manage stress and confront job obstacles constructively. In a psychologically healthy workplace, employees possess enhanced opportunities for personal and professional development. Moreover, the social dimension is a crucial factor, as harmonious connections with colleagues and good communication in the workplace foster a sense of unity and elevated team morale (Claes, 2023).

The corporation effectively upholds employee welfare, benefiting both people and the organization overall (Y. Liu et al., 2024). Employees who perceive themselves as prosperous typically exhibit elevated productivity, enhanced efficiency, and a robust dedication to organizational objectives. Employees are more adept at managing work-related stress, hence reducing the likelihood of burnout or occupational weariness. Ultimately, this aids in diminishing absenteeism and turnover rates, which frequently pose significant challenges for numerous firms. Consequently, investing in initiatives and policies that promote employee well-being can substantially enhance the company's sustainability (Harju, 2021).

Nonetheless, fostering comprehensive employee well-being is a challenging endeavor. Organizations must establish a holistic and sustainable strategy to address staff requirements. This encompasses the creation of physical wellness initiatives, including sports facilities and routine health assessments, alongside the promotion of mental health via counseling and stress management training. Furthermore, cultivating

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an inclusive workplace culture and fostering healthy interpersonal interactions among employees are essential measures for enhancing employee social well-being.

Initiatives to enhance employee welfare must to be regarded as a strategic investment rather than merely an operational expense. Organizations that establish sustainable employee welfare will gain a competitive edge in attracting and maintaining top personnel, while cultivating a reputation as a company that values its workforce. The conditions of PT. Cakrawala Dinamika Utama, emphasizing employee welfare, not only advance the company's objective of becoming a premier organization but also guarantee that each individual can develop optimally, both professionally and personally. The synergy of an appropriate strategy and robust managerial dedication is essential for achieving genuine employee wellbeing that benefits all stakeholders.

The leadership style influences employee well-being levels (Fadli & Nasib, 2020). Transformational leadership, emphasizing leaders who inspire, encourage, and facilitate employee personal development, may serve as an intervening variable that enhances the association between social support and personality and employee well-being (Nasib, 2020). Leaders exhibiting a transformational leadership style can foster a supportive work environment, mitigate conflict, and enhance employee motivation and job satisfaction (Y. Lubis et al., 2023).

The leadership style profoundly impacts employee well-being, particularly in fostering a work atmosphere conducive to productivity and emotional wellness (Sipayung et al., 2023). An successful method is the transformational leadership style, which highlights the leader's capacity to inspire, encourage, and facilitate the personal development of each employee (Hou et al., 2022). Transformational leaders prioritize not only the attainment of organizational objectives but also the individual needs of employees for recognition, development, and well-being (Subhaktiyasa et al., 2023).

Transformational leadership serves as an intervening variable that enhances the correlation between social support and personality about employee well-being (Imaduddin et al., 2022). Inspirational and visionary leadership can boost effectiveness when it mediates social support from colleagues, superiors, and the organizational environment. Transformational leaders may cultivate a pleasant work environment, mitigate conflict, and guarantee that people feel valued and emotionally and professionally supported. This is essential for fostering a supportive work culture, enabling people to work peacefully, remain engaged, and mitigate excessive stress (Safrul, 2022).

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Furthermore, transformational leaders can discern the distinct potential of each individual and offer suitable assistance to facilitate their development (Rabiul et al., 2023). This leadership style enhances individual employee well-being by motivating them to attain personal and professional objectives, hence positively influencing the organization's overall productivity. Transformational leaders frequently offer prompt awards and recognition, hence enhancing employee satisfaction with their work (Noor et al., 2023).

The social support of colleagues and superiors is essential for cultivating a healthy and supportive work environment. When employees receive emotional and professional support, they are generally more motivated and have greater job satisfaction (Lee et al., 2024). Social support may manifest in diverse ways, including attentively listening to and comprehending employees' personal issues, offering assistance in task completion, or even expressing concern for employee welfare (Yun & Beehr, 2023). Emotional support aids employees in feeling appreciated and less isolated in confronting work-related demands, whereas instrumental support, including assistance with technical tasks or the provision of resources, enables staff to manage daily obstacles more efficiently (B. Liu et al., 2023).

Moreover, employee personality traits influence their reactions to the work environment and associated stressors (Sheikh, 2022). Extroverted individuals are more inclined to form social connections in the workplace, facilitating more effective social support for employees (Zhou et al., 2021). Employees typically exhibit greater receptiveness to collaboration and possess a positive disposition, facilitating improved stress management among personnel. In contrast, persons exhibiting elevated neuroticism are generally more susceptible to stress and work-related pressure, adversely impacting employee well-being. Employees may struggle to cultivate helpful social interactions, necessitating increased attention and strategies from colleagues or supervisors (Abdul Hamid, 2022).

The interplay between social support and personality indicates that each employee's requirements for managing work-related stress may differ based on their unique individual traits (Kardum et al., 2023). Consequently, firms must cultivate a work atmosphere that fosters collaboration while also addressing the individual requirements of each employee. By offering suitable social support and recognizing the distinctiveness of individual personalities, organizations can assist employees in surmounting job problems, enhancing self-confidence, and sustaining overall well-being. This action

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benefits not only individual employees but also the organization overall, by enhancing employee productivity and loyalty (Karaman, 2020).

Personality significantly influences employee well-being, since individual traits affect interactions with the work environment, responses to difficulties, and management of stress and pressure (De Clercq, 2024). Favorable personality qualities, including receptiveness to novel experiences, optimism, and emotional resilience, are frequently linked to elevated well-being. Individuals exhibiting extroverted features are more inclined to cultivate supportive social relationships in the workplace, hence enhancing employees' capacity to manage stress and increasing job satisfaction. In contrast, employees exhibiting elevated neuroticism, typically marked by anxiety, emotional sensitivity, and a propensity for negative thinking, are more prone to stress and burnout, hence diminishing their well-being (Karimi, 2022).

This study provides a distinctive viewpoint by amalgamating social support, personality traits, and transformational leadership style elements to affect the execution of employee well-being, specifically within the framework of PT. Cakrawala Dinamika Utama. This study employs a comprehensive strategy by incorporating transformational leadership style as an intervening variable, in contrast to prior research that typically emphasizes one or two aspects in isolation. This study's primary innovation is examining the influence of transformational leadership on the correlation between social support and personality in relation to employee well-being. This study was undertaken at PT. Cakrawala Dinamika Utama, an emerging company in Indonesia, thereby enhancing the local literature, which remains limited in examining the dynamics of employee well-being within the framework of Indonesian culture and work environment. This study emphasizes the interplay between employee personality and social support as determinants of well-being, mediated by transformational leadership. This method offers a novel viewpoint on the interplay between internal (personality) and external (social support) components in fostering a work environment conducive to employee well-being.

RESEARCH METHODS

This research employs a quantitative methodology to examine the impact of social support and personality on the execution of employee well-being, with transformational leadership style serving as a mediating variable. This method was selected due to its capacity to deliver a precise numerical representation of the relationship among the examined variables. Data were gathered by a survey method, utilizing a questionnaire as the primary tool for acquiring direct information from respondents.

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The study's population comprised 105 permanent employees of PT. Cakrawala Dinamika Utama Medan, specifically from the Soho Bar and Resto unit. Due to the relatively small population, this study employed the census sampling approach, utilizing the total population as the research sample. The research comprised 105 respondents, encompassing all permanent employees within the unit. The data gathering procedure involved the direct distribution of questionnaires to respondents at their workplace. We requested staff to candidly complete the questionnaire and offer replies grounded in their experiences and perceptions. Subsequent to data collection, the next phase involved performing data analysis to evaluate the previously established hypothesis. This study employs Structural Equation Modeling (SEM) as its data analysis technique. SEM was chosen because it is able to test the complex relationship between independent variables (social support and personality), intervening variables (transformational leadership style), and dependent variables (employee well-being). This technique allows researchers to analyze direct and indirect relationships between variables, thus providing more comprehensive results.

RESULTS OF DATA ANALYSIS AND RESEARCH

Outer Model Analysis

Tabel 1 Hasil Outer Model Analysis

Variabel	Kode	Outer Loading
Social Support (X1)	DS1	0,862
	DS2	0,845
	DS3	0,827
	DS4	0,907
	DS5	0,848
	DS6	0,823
	DS7	0,886
Personality (X2)	KB1	0,735
	KB2	0,825
	KB3	0,833
	KB4	0,809
	KB5	0,803
	KB6	0,839
	KT1	0,739

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Transformational Leadership Style (Z2)	KT2	0,755
	KT3	0,796
	KT4	0,781
	KT5	0,762
	KT6	0,758
	KT7	0,867
Employe Well – being (Y)	EB1	0,793
	EB2	0,828
	EB3	0,861
	EB4	0,841
	EB5	0,779
	EB6	0,845
	EB7	0,831
	EB8	0,775
	EB9	0,790
	EB10	0,790
	EB11	0,702
	EB12	0,796

Evidence indicates that the outer model value between the construct and the variable satisfies the criteria for convergent validity, as seen in Table 1. The data was processed using SmartPLS 3.00. This condition is satisfied since each indicator inside the studied variable possesses a validity value over 0.7, the minimum threshold required to affirm the validity of an indicator in relation to its construct. This demonstrates that each indication consistently and strongly represents the construct. The data can be utilized to examine the relationship between variables in this study, as it satisfies the criteria for convergent validity. The dependability of the study model being evaluated is significantly contingent upon this robust indicator validity.

Discriminant Validity

Table 2. Discriminant Validity

	Social Support (X1)	Personality (X2)	Employe Well – being (Y)	Gaya Kepimpinan (Z)
DS1	**0,810**			

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DS2	**0,822**			
DS3	**0,852**			
DS4	**0,834**			
DS5	**0,819**			
DS6	**0,784**			
DS7	**0,956**			
KB1		**0,920**		
KB2		**0,934**		
KB3		**0,873**		
KB4		**0,914**		
KB5		**0,757**		
KB6		**0,740**		
EB1			**0,834**	
EB2			**0,756**	
EB3			**0,745**	
EB4			**0,834**	
EB5			**0,811**	
EB6			**0,756**	
EB7			**0,745**	
EB8			**0,780**	
EB9			**0,907**	
EB10			**0,754**	
EB11			**0,730**	
EB12			**0,788**	
KT1				**0,893**
KT2				**0,872**
KT3				**0,926**
KT4				**0,910**
KT5				**0,878**
KT6				**0,822**
KT7				**0,986**

Source: Data processed by SEM PLS 2025

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According to the data in Table 2, each indicator within the research variable exhibits the largest cross-loading value on its respective variable in comparison to the cross-loading values on other variables. The results demonstrate that the indicators employed in this study possess robust discriminant validity in accurately capturing their respective factors. The cross-loading value and the average variance extracted (AVE) value of each indicator serve to assess discriminant validity. For the model to be deemed effective, the AVE value for each indicator must surpass 0.5.

Table 3. Average Variance Extracted (AVE)

Variabel	(AVE)
Social Support (X1)	**0,821**
Personality (X2)	**0,876**
Employe Well – being (Y)	**0,636**
Gaya Kepemimpinan (Z)	**0,973**

Source: Data processed by SEM PLS 2025

The Average Variance Extracted (AVE) values for social support, employee well-being, job stress, and work environment, as indicated in Table 3, exceed the threshold of 0.5. This signifies that every variable in this study has satisfied the standards for exceptional discriminant validity. An AVE score exceeding 0.5 indicates that the construct effectively accounts for the majority of the variation in its indicators, rather than merely reflecting measurement error. Consequently, these variables are dependable in differentiating employees from other constructs in the model, enabling the study to substantiate hypothesis testing with adequate validity. The model of the study satisfies the requisite criteria for additional analysis due to its strong discriminant validity.

Composite Reliability

Table 4 Composite Reliability

Variabel	Composite Reliability
Social Support (X1)	**0,932**
Personality (X2)	**0,915**
Employe Well – being (Y)	**0,967**

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Gaya Kepemimpinan (Z)	**0,932**

Source: Data processed by SEM PLS 2025

According to Table 4, the composite reliability values for all research variables exceed 0.7. This signifies that every variable has satisfied the composite dependability standards. Consequently, we can ascertain that all variables in this study demonstrate a high degree of dependability, signifying strong internal consistency in measurement.

Cronbach's Alpha

Table 5. Cronbach Alpha

Variabel	Cronbach's Alpha
Social Support (X1)	**0,922**
Personality (X2)	**0,942**
Employe Well – being (Y)	**0,938**
Gaya Kepemimpinan (Z)	**0,965**

Source: Data processed by SEM PLS 2025

According to Table 5, the Cronbach's Alpha values for each research variable exceed 0.7. This outcome demonstrates that each variable in the study satisfies the criterion for high reliability, indicating that the measurement equipment exhibits exceptional consistency.

Inner Model Analysis

R-*Square*

Table 5 R-Square Test Results

Variabel	R Sqare	R Squae Adjested
Employe Well – being (Y)	0,545	0,667
Gaya Kepemimpinan (Z)	0,936	0,878

Source: Data processed by SEM PLS 2025

The test results indicate that the adjusted R-Square value for Employee Well-Being (Y) in the route model with intervening factors is 0.667. Consequently, we can classify this model as possessing intermediate strength. The adjusted R-squared value

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for Leadership Style (Z) in the route model utilizing intervening factors is 0.878, indicating a robust model robustness.

Hypothesis Testing

Table 6 Hypothesis Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Information
Social Support (X1) to Employe Well – being (Y)	0,855	0,670	0,011	3,873	0,007	Significant
Social Support (X1) to Gaya Kepemimpinan (Z)	0,575	0,556	0,097	5,783	0,000	Significant
Personality (X2) to Employe Well – being (Y)	1,727	1,473	1,347	2,650	0,009	Significant
Personality (X2) to Gaya Kepemimpinan (Z)	0,375	0,455	0,085	3,878	0,000	Significant
Employe Well – being (Y) to Gaya Kepemimpinan (Z)	0,395	0,356	1,455	3,308	0,008	Significant
Social Support (X1) -> Gaya Kepemimpinan (Z) -> Employe Well – being (Y)	0,541	0,340	0,546	3,341	0,001	Significant
Personality (X2) -> Gaya Kepemimpinan (Z) -> Employe Well – being (Y)	0,325	0,321	0,431	3,450	0,004	Significant

Source: Data processed by SEM PLS 2025

The Influence of Social Support on Employee Well-being

This study examines the impact of social support on employee well-being at PT. Cakrawala Dinamika Utama. This study's findings have significant implications for PT. Cakrawala Dinamika Utama in enhancing employee well-being by fortifying social

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support. Management may foster a collaborative work culture by implementing team training and team-building activities. Furthermore, it is essential to educate supervisors on delivering appropriate emotional and instrumental assistance to employees. Organizations may also adopt work-life balance initiatives, including flexible work arrangements and mental health programs. By using these measures, organizations can foster a constructive workplace atmosphere, enhance employee contentment and motivation, and facilitate the attainment of organizational objectives sustainably.

The findings of this study align with other research indicating that social support from colleagues and supervisors significantly impacts employee emotional well-being (Riaz et al., 2023)(Puspa & Permana, 2024)(Yang & Lee, 2023). Employees who perceive emotional support typically exhibit less worry and tension, along with heightened self-confidence in confronting work-related obstacles (B. Liu et al., 2023). Employees who perceive emotional support from colleagues or superiors exhibit greater job satisfaction and enhanced resilience to work-related strain or stress (Yun & Beehr, 2023).

The Influence of Social Support on Transformational Leadership Style

The study's results demonstrate that social support significantly influences the adoption of the transformational leadership style at PT. Cakrawala Dinamika Utama. This research implies that firms must enhance a work culture that fosters favorable interactions between employees and management. Transformational leadership training is essential for enhancing superiors' capacity to inspire, encourage, and facilitate staff development. We must establish open two-way communication to cultivate harmonious and trusted relationships. This phase enables firms to enhance the efficacy of transformational leadership and foster a more productive workplace that promotes employee well-being.

The findings of this study align with other research indicating that social support significantly influences transformational leadership style (Shakoor et al., 2023)(Sasmita et al., 2019)(Okojie et al., 2024). This leadership style encompasses executives who can inspire, encourage, and offer constructive guidance to colleagues. Colleagues and superiors might affect the execution and acceptance of the leadership style within the organization (Adi Yadnya, 2023). Leaders who obtain social support, especially emotional and instrumental assistance, can cultivate a more effective transformational leadership approach. Leaders who perceive emotional support from their team or superiors are generally more effective in inspiring and motivating people (Lee et al., 2024).

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The Influence of Personality on Employee Well-being

The statistical study results indicate that personality significantly affects employee well-being at PT. Cakrawala Dinamika Utama. The management implication of this research is the necessity for organizations to comprehend employee personality traits to formulate more tailored and effective policies. Self-development programs, including stress management training and enhancement of interpersonal skills, can assist employees of diverse personality types in better adapting to the workplace. Furthermore, management must cultivate a conducive work climate in which individuals feel valued and can realize their potential. This measure can enhance employee well-being and overall productivity.

The findings of this study align with prior research indicating that personality directly affects employee well-being (Anglim & Horwood, 2021)(Mihalache & Mihalache, 2022)(Kaufman, 2023). Personality influences how individuals react to many circumstances in the workplace, encompassing stress, obstacles, and interpersonal engagements. Individuals possessing a more emotionally stable personality are generally more adept at managing stress and achieving equilibrium between personal life and work, leading to enhanced employee well-being [38]. Conversely, persons exhibiting neurotic tendencies may encounter stress more readily, which could result in diminished employee well-being (Borst & Knies, 2023). These findings underscore the significance of personality as a critical element in the formulation of employee well-being programs. Organizations can utilize this information to cultivate a more tailored strategy for employee support, including the provision of emotional management training or a more adaptable work environment to assist individuals with varying personality types in attaining optimal well-being.

The Influence of Personality on Transformational Leadership Style

This research examines the impact of personality traits on transformational leadership style at PT. Cakrawala Dinamika Utama. The leader's personality traits affect the transformational leadership style, emphasizing the leader's capacity to inspire, motivate, and facilitate employee development. This study's results indicate that personality traits, including openness, emotional stability, and agreeableness, significantly influence the efficacy of the transformational leadership style. These findings can inform the development of leadership training programs that emphasize personality traits to cultivate more adaptable and inspiring leaders in the workplace.

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This study's results corroborate earlier studies indicating that personality significantly impacts transformational leadership style (Nikbin et al., 2021)(Tse et al., 2021)(Ghazzawi, 2021). Personality traits, including openness to new experiences, emotional stability, and self-confidence, significantly influence leaders' success in inspiring and motivating their workforce. Leaders possessing a positive disposition are more inclined to exhibit the capacity to formulate a vision, foster the growth of subordinates, and cultivate harmonious workplace relationships (Sheikh, 2022). These findings underscore the significance of comprehending personality aspects in the leadership selection and development process, enabling businesses to cultivate more adaptive and transformative leaders (Zhou et al., 2021).

The Influence of Transformational Leadership Style on Employee Well-being

The data analysis results indicate that the transformational leadership style exerts a direct and significant impact on employee well-being at PT. Cakrawala Dinamika Utama. The study's findings have considerable significance for the management of PT. Cakrawala Dinamika Utama, indicating the necessity to reinforce the transformational leadership style to improve employee well-being. Transformational leaders can contribute to the establishment of an inspiring, supporting, and encouraging work environment, hence enhancing employee appreciation and motivation. Management must establish a leadership training program that emphasizes understanding staff requirements, fostering effective communication, and formulating an inspiring vision. Consequently, refining the transformational leadership approach can improve employee well-being, productivity, and allegiance to the organization.

This study's results align with other research indicating that transformative leadership significantly impacts employee well-being (Nasib & Chaniago, 2018)(Syaifuddin et al., 2024)(F. R. A. Lubis et al., 2023). Transformational leaders, capable of inspiring, motivating, and offering personal support to employees, significantly contribute to fostering a healthy work environment (Nasib et al., 2023). This method enhances employees' sense of value, motivation, and confidence in doing their responsibilities (Nasib et al., 2024). The transformational leadership style fosters a robust relationship between leaders and subordinates, enhancing employee well-being both emotionally and mentally, while also augmenting productivity and overall job satisfaction (Syaifuddin et al., 2023).

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Transformational Leadership Style Intervenes Social Support on Employee Well-Being

The hypothesis test results indicate that social support significantly influences employee well-being via the transformational leadership style at PT. Cakrawala Dinamika Utama. This conclusion underscores the necessity of enhancing social support in the workplace, from both colleagues and superiors, to foster a healthy work environment. Management must promote the adoption of a transformational leadership style by facilitating leadership training that emphasizes inspiration, motivation, and individualized attention to employees. Enhancing social support and transformational leadership enables firms to elevate employee well-being, hence positively influencing productivity and loyalty.

This study's results align with other studies indicating that transformative leadership significantly mediates the impact of social support on employee well-being (B. Liu et al., 2023)(Sasmita et al., 2019)(Riaz et al., 2023). Transformational leaders, characterized by their inspiring, motivational, and individual development-focused approach, enhance social ties in the workplace and foster a climate conducive to employee well-being (Yang & Lee, 2023). Support from colleagues and supervisors is enhanced when facilitated by leaders who can cultivate a collective vision, offer individualized attention, and promote teamwork. These findings affirm that the transformational leadership style influences social interactions and substantially enhances employee emotional, psychological, and social well-being (Adi Yadnya, 2023).

Leadership Style Intervening Personality on Employee well – being

The hypothesis test results indicate that personality significantly influences employee well-being via a transformational leadership style at PT. Cakrawala Dinamika Utama. The managerial consequence of this finding underscores the necessity for firms to comprehend the facets of employee and leader personalities to enhance employee well-being. Management can create leadership training programs that emphasize the implementation of transformational methods, including the capacity to inspire, motivate, and offer individualized attention. Furthermore, organizations must facilitate personal development through initiatives that promote transparency, emotional resilience, and social competencies. This action will establish a work atmosphere that enhances employee well-being and productivity.

The findings of this study align with prior research indicating that transformational leadership significantly mediates the impact of personality on employee well-being (Abdul

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Hamid, 2022)(Kardum et al., 2023)(Schroeder, 2001). Transformational leaders, capable of inspiring, motivating, and offering individualized attention, can optimize the beneficial effects of employee personality traits on well-being (De Clercq, 2024). Employees possessing an open or emotionally stable disposition tend to attain enhanced well-being when guided by leaders who promote self-development and foster a favorable work environment. These findings underscore the significance of a transformational leadership style in maximizing individual potential to enhance overall staff well-being (De Clercq, 2024).

CONCLUSION

The analysis and discussion indicate that social support from colleagues and supervisors significantly impacts employee well-being. The transformative leadership style enhances this influence by cultivating a more inspiring, supportive, and productive workplace. Furthermore, employee personality has been demonstrated to directly influence employee well-being. Employees exhibiting favorable traits, such as openness and emotional stability, are more inclined to attain enhanced well-being, particularly under the guidance of transformational leaders. The findings offer strategic insights for organizations to enhance a collaborative work culture, cultivate transformational leadership, and create support programs customized to individual need. Implementing this policy would enhance employee well-being, performance, and job satisfaction at PT. Cakrawala Dinamika Utama, hence contributing to the company's sustainability and success.

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