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The Influence of Leadership Style and Organizational Culture on Workplace Well-Being In Company X

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Abstract:

This study aims to investigate the impact of leadership style and organizational culture on workplace well-being among employees at Company X. Workplace well-being refers to an individual's psychological state and overall quality of life within the work environment, influenced by both internal and external factors. Leadership style and organizational culture are considered critical external factors that shape employees' perceptions and work experiences. The study employs a quantitative correlational design with 32 employees as respondents. Data were collected using three instruments: the *Workplace Well-being Questionnaire (WWQ)*, a leadership style scale, and an organizational culture scale. The results of the multiple regression analysis indicate that both leadership style and organizational culture have a significant impact on workplace well-being ($p < 0.05$). These findings suggest that a positive organizational culture and an effective leadership style are associated with higher levels of employee psychological well-being. The study highlights the importance for organizations to cultivate healthy leadership practices and foster a supportive work environment to promote employee well-being.

Keywords: Workplace Well-Being, Leadership Style, Organizational Culture, Employee Well-Being, Company.

1. Introduction

The evolving business landscape in the era of globalization compels organizations to pursue not only operational efficiency and external competitiveness but also to strengthen their internal foundations, particularly in human resource (HR) management. Human resources play a crucial role in determining an organization's output. Therefore, companies need to provide appropriate feedback mechanisms in order to foster a productive workforce (Kalos et al., 2023). In this context, workplace well-being has become a strategic issue that is receiving increasing attention. Employees are no longer viewed merely as a means of production, but rather as strategic assets with intellectual, emotional, and social capacities that directly contribute to organizational performance (Grant et al., 2007).

Workplace well-being reflects the physical, mental, and emotional state of employees, directly

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related to their experiences at work. Workplace well-being encompasses aspects of job satisfaction, interpersonal relationships in the workplace, work stress, and perceptions of the overall organizational environment. Workplace well-being not only impacts employees' mental and physical health but also has implications for work engagement, performance, and employee retention (Danna & Griffin, 1999). In service industries such as hospitality, workplace well-being is crucial because the quality of service provided is highly dependent on employees' emotional state and motivation.

Workplace well-being is a crucial aspect in the context of work and organizational psychology because it directly relates to employees' quality of life and overall organizational performance. This concept encompasses not only physical and mental health but also employees' subjective perceptions of their workplace experiences, such as relationships with superiors, rewards received, and work-life balance. Workplace well-being encompasses five primary dimensions. First, Job Satisfaction, or the extent to which employees feel satisfied with their roles First, Job Satisfaction, or the extent to which employees feel satisfied with their roles, responsibilities, and contributions within the organization. Second, Organizational Respect for the Employee, or the perception that the organization values employees' values and roles through rewards, fair treatment, and recognition of their contributions. Third, Employer Care, which refers to the extent to which the organization demonstrates concern for employees' physical, emotional, and social well-being. Fourth, Work-life interference, or the disruption caused by work to personal life, such as time with a line or family time. Finally, the Overall Well-being dimension refers to employees' overall evaluation of their work-life balance, psychological state, and overall quality of work life.

This comprehensive understanding of workplace well-being became even more critical during global disruptions, such as the COVID-19 pandemic. On March 11, 2020, the World Health Organization (WHO) officially declared the COVID-19 pandemic a global health emergency. This event had a profound impact across various sectors, including businesses in all industries. Affected companies were required to adapt their operations to pandemic conditions, such as enforcing the use of face masks in the workplace, implementing work-from-home arrangements, and other health-related protocols. (Nuradina et al., 2023).

In addition to these five dimensions, other researchers have proposed complementary frameworks to enrich the understanding of workplace well-being, emphasize that workplace well-being encompasses two main components: affective well-being (positive emotional states at work) and evaluative well-being (Cognitive interpretations of work conditions and job quality). Achieving a balance between the two is crucial for fostering a pleasant and meaningful work experience.

By considering these various dimensions, organizations are expected to be able to identify crucial areas that contribute to overall employee well-being. In the context of Company X, field findings indicate that several dimensions of workplace well-being are weak, particularly those related to organizational recognition, superior concern, and work interference with personal life, reinforcing the urgency of this research.

According to a report from the World Health Organization (2022), more than 60% of workers in the *hospitality sector* experience high levels of work stress, with 30% showing symptoms of burnout. A study revealed that work stressors such as role conflict, excessive workloads, and contract uncertainty significantly contributed to the decline in workplace well-being among hotel employees in Southeast Asia. A similar finding was also reported by Shams et al. (2024),

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who showed that perceptions of organizational injustice and authoritarian leadership styles were significant predictors of low workplace well-being among hotel employees post-pandemic. Thus, workplace well-being is not solely an individual issue, but is closely linked to structural factors, managerial policies, and organizational climate.

One of the factors that plays a crucial role in shaping employee workplace well-being is the leadership style adopted by superiors in the work environment. Leadership style reflects not only how a leader directs and guides subordinates, but also how they build interpersonal relationships that impact employee motivation, satisfaction, and psychological well-being. A prominent framework for understanding these dynamics is the Leader-Member Exchange (LMX) theory proposed by Graen & Uhl-Bien (1995). This theoretical perspective highlights the importance of the link between a leader and each team member is dyadic and unique, so the quality of the relationship can vary across individuals within a workgroup. High-quality relationships between leaders and subordinates are believed to foster feelings of appreciation, trust, and loyalty, ultimately contributing positively to workplace well-being.

Maslyn & Uhl-Bien (2001) identified four main dimensions of LMX that reflect the quality of the relationship. First, *Affection*, which refers to the emotional closeness and mutual personal liking between leaders and subordinates. Second, *Loyalty*, which reflects the level of trust and mutual support in work situations. Third, *Contribution*, which describes the extent to which team members are willing to exert additional effort or go beyond formal duties to support shared goals. Fourth, *Professional Respect*, which indicates recognition of each other's competence and professionalism. These four dimensions complement each other and form the basis for creating harmonious and productive working relationships. Thus, the leadership style demonstrated through high-quality LMX relationships has the potential to be an important determinant in improving employee workplace well-being.

This phenomenon was evident at Company X, a hotel company that served as the research location. Interviews with 20 former employees revealed that 13 resigned due to administrative ambiguity, a non-transparent compensation system, and a lack of clarity regarding employment contracts and bonuses (service charges), even though hotel operations had returned to normal after the COVID-19 pandemic. This situation led to heightened feelings of anxiety, uncertainty, and mistrust towards management. The remaining employees had not yet signed new employment contracts, reflecting the low quality of LMX relationships, particularly in aspects of affection, loyalty, and contribution, and impacting their workplace well-being.

Furthermore, the authoritarian leadership style at Company X is a trigger for psychological stress in the workplace. Based on interviews, 8 of 16 respondents stated that their superiors make decisions unilaterally without involving employees and show minimal appreciation for subordinates' contributions. This leadership style contradicts the principles of positive leadership, which emphasize emotional support and open communication (Breevaart & Pletzer, 2023). Kelloway et al., (2023) found that an authoritarian leadership style is negatively correlated with workplace well-being, as it reduces feelings of security and control at work.

A healthy work environment is influenced not only by leadership style but also by the prevailing organizational culture. The culture of an organization encompasses commonly held beliefs, standards, and values that direct employee conduct (Schein, 2010). Culture is fundamentally defined as a set of internalized values possessed by individuals, which significantly influence their attitudes and behaviors, including patterns of thinking, verbal expressions, and actions—elements that are acquired through continuous learning over time. In the broader context of

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human life, culture not only shapes individual conduct but also affects interactions within their social environment. This concept similarly applies to organizational settings, wherein the collective integration of individual values, beliefs, and behaviors contributes to the formation and development of organizational culture (Deisti et al, 2023). Hofstede et al., (1990) defines organizational culture as a collective way of thinking and acting that distinguishes one organization from another. In Company X, a discrepancy was found between declared cultural values (such as family and openness) and actual management practices, which were closed and unilateral. When analyzed through Hofstede's framework, this condition reflects a high power distance and strong uncertainty avoidance, both of which can elevate anxiety levels and diminish workplace well-being.

Another phenomenon also reflects low collectivism values, due to minimal participation and collaboration in the decision-making process. Job descriptions are vague and misrepresent the actual scope of employees' duties, causing them to carry out tasks unrelated to their designated job functions (Muttaqin et al, 2023). This individualistic organizational culture tends to weaken the sense of belonging and trust, which are essential for creating workplace well-being. A study by (KRISTOF‐BROWN et al., 2005) emphasized the importance of *person-organization fit* , namely the congruence between individual and organizational values, as a significant predictor of improving employee well-being and loyalty.

This situation confirms that employee workplace well-being is inextricably linked to the quality of leadership and the values of the organizational culture implemented. Even if employee relationships appear close and supportive, without structural clarity and adequate managerial support, workplace well-being remains vulnerable. While several studies have separately examined the influence of leadership style or organizational culture on workplace well-being, studies simultaneously examining both in the context of the Indonesian hospitality industry post-pandemic are still limited.

To bridge this research gap, this study examines the interplay between leadership style and organizational culture in shaping employee well-being in the hospitality sector. This approach is expected to provide theoretical and practical contributions to the development of adaptive and humanistic managerial strategies to create a healthier and more productive work environment in facing post-pandemic business challenges.

2. Literature Review

2.1 Workplace Well-being

Workplace well-being is a crucial aspect of the modern workplace, representing the state of employees' emotional and mental wellness at work. This concept encompasses job satisfaction, mental health, and a balance between work and personal life demands. Workplace well-being not only impacts personality but also contributes to productivity, loyalty, and overall organizational performance (Grant et al., 2007)

Workplace well-being is defined as a comprehensive state of psychological well-being involving job satisfaction, appreciation, organizational support, and work-life balance. Workplace well-being is created when employees' physical and psychological needs are met in the workplace. Grant et al., (2007) also emphasize the importance of positive emotions and meaning in work as indicators of well-being. Furthermore, workplace well-being encompasses intrinsic values such as self-actualization as well as extrinsic values such as compensation and recognition (Page & Vella-Brodrick, 2013).

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Workplace well-being has been shown to contribute to employee retention and work engagement. Employees with high levels of well-being tend to stay with the organization, are happier, and have high work morale (Page & Vella-Brodrick, 2013).

To measure workplace well-being, the Worskplace Well-being Questionnaire (WWQ) is used, which consists of five main dimensions: (1) Job Satisfaction, which refers to job satisfaction; (2) Organizational Respect for the Employee, which is the employee's perception of organizational rewards; (3) Employer Care, which concerns the organization's concern for employee well-being; (4) Work-life interference, which is the impact of work on personal life; and (5) Overall Well-being, which is a comprehensive assessment of the quality of life at work.

Two groups of factors influence workplace well-being: internal and also external factors (Danna & Griffin, 1999). Internal factors include age, career stage, personality, and intrinsic motivation and meaning of work. Meanwhile, external factors include organizational culture, leadership style, company policies, social relationships, and work-life balance. A supportive organizational culture and empowering leadership style have been shown to improve workplace well-being through increased feelings of appreciation, open communication, and attention to employees' psychological well-being (Grant et al., 2007; Page et al., 2013). Thus, workplace well-being is the result of the interaction between personal conditions and a healthy and supportive work environment, and is an important foundation is building a sustainable and competitive organization.

2.2 Leadership Style

Leadership style refers to how a leader guides, influences, and and guides subordinates to achieve organizational goals (Hasibuan & Azmy, 2022). Siagian (2003) explained that leadership style reflects consistent behavioral patterns in decision-making and communication. According to Lewin et al., (1939), there are three main styles: authoritarian, democratic, and laissez-faire. Hersey et al., (2013) developed a situational leadership theory sthat adapts leadership styles to the readiness of subordinates. Pio et al., (2018) added another style, namely the situational style, making four general types: authoritarian, democratic, laissez-faire, and situational.

Kartono, (1994) identified five indicators of leadership style: the ability to direct, motivate, influence, develop potential, and manage conflict. Furthermore, the Leader-Member Exchange (LMX) theory focuses on the nature of interactions between leaders and employees. Maslyn & Uhl-Bien, (2001) identified four main dimensions of LMX: affection, loyalty, contribution, and professional respect. A positive LMX relationship is closely related to increased employee job satisfaction and psychological well-being.

2.3 Organizational Culture

The culture within an organization is defined by common values and norms that steer employee behavior and interpersonal dynamics (Sutrisno, 2019). Robbins, (2001) explains that organizational culture reflects the organization's personality, shaping patterns of behavior, work methods, and relationships between individuals within the organization. This culture does not emerge instantly but develops through historical processes, social interactions, and is passed down from generation to generation within the organization (Ismail et al., 2018).

Schein, (2010) states that organizatiosnal culture consists of three layers, namely: artifacts (physically visible forms of culture such as symbols, clothing, or room design), espoused values

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(conscious beliefs that guide action), and basic assumptions (unconscious beliefs that deeply shape the thought patterns and behavior of organizational members).

Robbins & Judge (2009) identified seven key characteristics of organizational culture: innovation and risk-taking, attention to detail, results orientation, people orientation, team orientation, aggressiveness, and stability. These characteristics differentiate one organization from another and shape its sdistinctive work climate.

Functionally, organizational culture contributes to delivering identity for members, building collective commitment, maintaining social system stability, and directing and controlling behavior (Kreitner & Kinicki, 2007). From an applied perspective, organizational culture can be grouped into three categories: constructive, passive-defensive, and aggressive-defensive. Constructive culture encourages self-development and cooperation, while the other two types tend to create pressure or excessive compliance.

Martins & Martins, (2002) divides organizational culture analysis approaches into three: integration (a uniform dominant culture), differentiation (the existence of subcultures), and fragmentation (no clear valuse agreement among members). Meanwhile, Franke et al., (1991) identified six cross-cultural dimensions of organizational culture, including power distance, individualism–collectivism, masculinity–femininity, uncertainty avoidance, long-term versus short-term orientation, and indulgence versus restraint.

3. Research Method

3.1 Research Design

This study used a quantitative correlational approach to determine the influence of organizational culture and leadership style on hotel employees' workplace well-being. This approach was chosen because it allows researchers to objectively analyze the relationship between variables through numerical data (Djamba & Neuman, 2002).

This method is in accordance with the research objectives which aim to test previously formulated hypotheses and theories (Cohen et al., 2007) as well as provide a systematic overview of the patterns of influence.

The procedures in this study consist of determining the research topic, identifying the relevant theoretical framework, and collecting supporting literature through journals, theses, and books as the foundation for the research design (Sastri, 2022).

3.1.1 Sampling Techniques and Participants

The population in this study was all active employees at Company X who had a direct supervisor and were involved in operational activities. Based on internal data, the population size was 32. Key characteristics of the population included active employee status, involvement in the organization's work system, and direct experience with the company's leadership style and work culture.

A purposive sampling method was utilized, involving the entire population as participants, because all members of the population met the inclusion criteria and were relevant to the variables studied. Inclusion criteria included: (a) active employees at the time of the study, (b) having a direct supervisor, (c) having worked for at least three months, and (d) willing to complete the questionnaire voluntarily.

Thus, all employees who meet these criteria are made respondents, so that the total sampling

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technique is considered the most appropriate in the context of this limited and specific population.

3.2 Data Analysis Instruments and Techniques

This research uses a quantitative approach with a survey method, where data is collected through a structured psychological questionnaire based on proven theories.

The leadership style variable (X1) was measured using an instrument based on *the Leader-Member Exchange (LMX) theory* by Graen et al., (1995). This theory highlights the importance of leader–subordinate relationship quality across four key dimensions. The instrument comprises 26 items measured using a 5-point Likert scale, ranging frosm 1 (strongly disagree) to 5 (strongly agree). The organizational culture variable (X2) was measured by referring to Eckhardt, (2002). Hofstede et al., (1990) which identified six dimensions of work culture. The organizational culture instrument consists of 48 items, all of which use a 5-point Likert scale.

The workplace well-being variable (Y) was measured using *the Workplace Well-Being Questionnaire (WWQ)* developed by Parker & Hyett, (2011). The questionnaire consists of 41 items, rated from 1 (strongly disagree) to 5 (strongly agree).

Each instrument was tested for both validity and reliability, with validity analysis performed through Pearson's r correlation on data from 32 participants. The test results showed that each item had an item-total correlation value (r-count) above r-table (0.349), thus declared valid. Reliability testing was conducted using the *Cronbach's Alpha technique*, where all instruments showed alpha values ≥ 0.70, indicating good internal consistency.

The data collection process was carried out online via Google Forms, targeting respondents selected through purposive sampling—a non-probability technique chosen due to the relevance of participants' characteristics to the research goals. Data analysis was conducted quantitatively. The initial stage included descriptive analysis to determine data characteristics, including the mean, standard deviation, and distribution of values. Next, classical assumption tests were conducted to ensure model adequacy, including normality tests using the Kolmogorov-Smirnov test and linearity tests using analysis of variance.

The main analysis used multiple linear regression to test the influence of leadership style and organizational culture on workplace well-being. The significance level was set at 5% ($p < 0.05$), as the threshold for determining whether the influence between variables was statistically significant.

4. Findings and Discussion

This section presents the main findings of the study and interprets the results based on relevant theories and previous research. The data are organized into two main sections: descriptive results, which describe the general characteristics of respondents and the distribution of the core variables in the study; and regression analysis, which explores the influence of *leadership style* and *organizational culture* on employee *workplace well-being*.

These findings offer insight into how employees' subjective experiences of leadership patterns and organizational values influence their psychological well-being in the work environment.

4.1 Respondent Identity

Distribution of identities of 32 respondents based on gender and length of service with the following distribution:

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Tabel 1. Gender Identity

Gender	Frequency	Presentation
Man	24	75%
Woman	8	25%
Total	32	100%

Source: Data Processed by The Researcher (2025)

The table above shows that the majority of respondents are male, namely 75%.

Table 2. Length of Service

Length of work	Frequency	Presentation
0-6 Months	15	46.9%
6 months – 1 year	3	9.4%
1-2 Years	6	18.8%
2-3 Years	3	9.4%
More than 3 years	5	15.6%
Total	32	100%

Source: Data Processed by The Researcher (2025)

Based on Table 2, the majority of respondents in this study had a working period of between 0–6 months, namely 46.9%.

Table 3 Dimension

Variable	N	Mean	Std. Dev	Min	Max
Leadership Style	32	101.38	24.88	26	130
Organizational culture	32	144.03	28.79	47	185
Workplace Well-being	32	141.13	33.88	41	185

Source: Data Processed by The Researcher (2025)

The results of the descriptive analysis show that the Leadership Style variable has an average value of 101.38 with a standard deviation of 24.88, indicating a moderate perception from respondents regarding the leadership style applied.

The Organizational Culture variable shows an average of 144.03 with a standard deviation of 28.79, indicating that most respondents have a positive perception of organizational culture in the workplace.

Meanwhile, the Workplace Well-being variable has an average of 141.13 with a standard deviation of 33.88, which indicates that the majority of respondents feel quite psychologically well in their work environment.

Overall, the average value of the three variables is in the medium to high category, which indicates a positive perception of the work environment that can support employee well-being.

Tabel 4. Distribution of Leadership Style Categories

Category	Score Range	Frequency	Percentage
Very high	122 – 130	3	9.40%
Tall	101 – 121	13	40.60%
Currently	81 – 100	10	31.30%
Low	61 – 80	4	12.50%

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Very Low	26 – 60	2	6.30%
Total		**32**	**100%**

Source: Data Processed by The Researcher (2025)

Most respondents (40.6%) rated their organization's leadership style as *high*, reflecting participatory, supportive, and visionary leadership. However, another 18.8% ranked it in the low to very low category, which can negatively impact motivation and work productivity.

Tabel 5 Distribution of Organizational Culture Categories

Category	Score Range	Frequency	Percentage
Very high	169 – 185	4	12.50%
High	141 – 168	15	46.90%
Currently	113 – 140	8	25.00%
Low	85 – 112	3	9.40%
Very Low	47 – 84	2	6.30%
Total		**32**	**100%**

Source: Data Processed by The Researcher (2025)

The majority of respondents (46.9%) had a *high perception* of the organizational culture in their workplace. However, 15.7% of respondents still fell into the low to very low category, which could be a source of management attention for improving work culture values and practices.

Tabel 6 Distribution of Workplace Well-being Categories

Category	Score Range	Frequency	Percentage
Very high	173 – 185	3	9.40%
High	145 – 172	11	34.40%
Currently	117 – 144	9	28.10%
Low	89 – 116	4	12.50%
Very Low	41 – 88	5	15.60%
Total		**32**	**100%**

Source: Data Processed by The Researcher (2025)

The majority of respondents (71.9%) reported moderate to high levels of workplace well-being, reflecting a relatively healthy psychological state at work. However, 28.1% of respondents still fell into the low and very low categories, which could indicate job stress, burnout, or a lack of social support in the workplace.

Tabel 7 Calculated t-test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-11.833	12.789		-.925	.362
	Gaya Kepemimpinan	.694	.257	.440	2.697	.012
	Budaya Organisasi	.574	.187	.501	3.068	.005

a. Dependent Variable: Workplace wellbeing

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Based on the t-test results presented in the Coefficients Table, both leadership style and organizational culture were found to have a significant influence on workplace well-being. The leadership style variable yielded a significance value of 0.012 ($p < 0.05$), with a regression coefficient of 0.694 and a t-value of 2.697. These findings indicate that leadership style has a positive and statistically significant partial effect on workplace well-being. In other words, the more effective the leadership style implemented, the greater the level of employee well-being. Similarly, organizational culture demonstrated a significant impact, with a p-value of 0.005 ($p < 0.05$), a regression coefficient of 0.574, and a t-value of 3.068. This suggests that a positive organizational culture can substantially enhance workplace well-being.

Tabel 8 Calculated F-test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29790.617	2	14895.308	74.542	.000[b]
	Residual	5794.883	29	199.824		
	Total	35585.500	31			

a. Dependent Variable: Workplace wellbeing
b. Predictors: (Constant), Budaya Organisasi, Gaya Kepemimpinan

Based on the results of the ANOVA (Analysis of Variance) test, the calculated F value was 74.542 with a significance value <0.001. Given that the significance value is well below the threshold of $\alpha = 0.05$, it can be concluded that the regression model is statistically significant. This indicates that leadership style and organizational culture, when considered simultaneously, have a meaningful impact on workplace well-being. In other words, these two independent variables collectively account for the variations observed in the dependent variable, namely employee work well-being. These findings reinforce the notion that the combined quality of leadership style and organizational culture plays a crucial role in enhancing well-being within the organizational context.

Tabel 9. R Square

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.915[a]	.837	.826	14.13590

a. Predictors: (Constant), Budaya Organisasi, Gaya Kepemimpinan

Referring to the Model Summary table, the R Square value is 0.837, indicating that 83.7% of the variance in the dependent variable—workplace well-being—can be explained by the two independent variables: leadership style and organizational culture. The Adjusted R Square value of 0.826, which accounts for the number of predictors and the sample size, still reflects a strong model fit. This suggests that the regression model demonstrates a high level of explanatory power. Accordingly, leadership style and organizational culture jointly contribute significantly—by 83.7%—to explaining the variations in workplace well-being. The remaining 16.3% is attributed to other factors not included in this research model. These findings highlight the significant impact that leadership style and organizational culture have on shaping employee well-being within the organizational environment.

4.2 Discussion

This research aims to analyze the relationship between leadership style, organizational culture, and employee workplace well-being in a hotel setting (Company X). Based on the results of descriptive and regression analyses, several important findings were obtained that can be further

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interpreted in the context of previous theories and literature.

The majority of respondents in this study were male (75%), with 46.9% of those with a tenure of 0–6 months. This suggests that most employees are new to the organization and are likely still adapting to its work system, leadership style, and organizational culture. This short tenure may influence their perceptions of the variables measured, particularly regarding workplace well-being.

The results of the study showed that leadership style had a positive and significant influence on workplace well-being ($\beta = 0.694$; $p = 0.012$). This suggests that more effective leadership styles—such as supportive, participatory, or transformational—are associated with higher levels of employees' psychological well-being.

These findings align with the Leader-Member Exchange (LMX) theory, which states that positive relationships between superiors and subordinates will increase trust, loyalty, and job satisfaction, ultimately supporting employee well-being. Leaders who offer clear guidance, recognize employee contributions, and promote open communication play a vital role in fostering a psychologically healthy work environment.

However, approximately 18.8% of respondents rated their organization's leadership style as low or very low. This indicates an imbalance in employee experiences with leadership, potentially reducing motivation and increasing the risk of work stress.

Organizational culture also showed a significant influence on workplace well-being ($\beta = 0.574$; $p = 0.005$). This indicates that the values, norms, and work practices implemented in the organization directly contribute to employee well-being. An organizational culture that supports collaboration, role clarity, performance rewards, and work-life balance will create a more positive and productive work environment.

These results are consistent with Hofstede et al., (1990), which emphasize that cultural dimensions such as power distance, uncertainty avoidance, and individualism versus collectivism have direct implications for employee behavior and perceptions of their work environment. Cultures that are overly bureaucratic or that undervalue participation can lead to feelings of alienation and diminish well-being.

The quality of interpersonal relationships in the workplace also shapes employees' emotional experiences. When warm, supportive relationships exist among coworkers and supervisors, trust and mutual help tend to increase. A sense of psychological safety emerges from these relationships, enhancing overall workplace satisfaction (Nuradina et al., 2023). Effective leadership can inspire and motivate employees, foster a positive work environment, and enhance overall job satisfaction. (Wulandari et al., 2024). If job satisfaction is high, company activities will run smoothly and optimally. Conversely, if job satisfaction is low, work activities will not be carried out optimally (Afifah et al., 2024). (Afifah et al., 2024). Organizational performance is essential in achieving strategic objectives. Efforts to improve performance are aimed at ensuring that the company can effectively realize its goals (Apriyani et al., 2023).

Furthermore, fostering a sense of purpose and belonging is essential to sustaining high levels of motivation. (Lutfi et al., 2019) when empsloyees feel that their work has meaning and aligns with their values, they become more engaged and productive. Recognition and rewards also play an essential role. Acknowledging employees' achievements through both verbal appreciation and tangible rewards can boost morale and job satisfaction (Fajri et al., 2024)

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The simultaneous ANOVA test yielded an F-value of 74.542 ($p < 0.001$), indicating that both leadership style and organizational culture have a significant influence on workplace well-being. This regression model has a coefficient of determination (R^2) of 0.837, indicating that 83.7% of the variation in workplace well-being can be attributed to these two variables.

The adjusted R^2 value of 0.826 further confirms the model's stability, despite the relatively small sample size. Thus, these results provide strong evidence that leadership quality and organizational culture are two key factors in creating optimal workplace well-being in the hotel environment.

5. Conclusion

Based on the research findings, it can be concluded that leadership style and organizational culture significantly influence employee workplace well-being. Positive leadership styles—such as participatory and supportive approaches—enhance employee well-being, particularly in psychological and emotional aspects. Similarly, a conducive organizational culture characterized by values such as togetherness, openness, and recognition of individual contributions plays a crucial role in fostering a healthy and supportive work environment. Together, these two variables accounted for 83.7% of the variance in workplace well-being, indicating that leadership and culture are dominant determinants of employee well-being in the studied organization. Therefore, organizations must give serious attention to cultivating effective leadership and building a positive work culture to enhance employee well-being and productivity sustainably.

Based on these results, it is recommended that management actively foster a participatory, communicative, and psychologically supportive leadership style. Ongoing leadership training for supervisors should be implemented to strengthen respectful and healthy relationships with subordinates. Additionally, it is essential to instill and sustain a positive organizational culture that embraces togetherness, transparency, recognition of achievements, and a strong commitment to employee well-being. An aligned and supportive culture can foster a stable work environment, promote psychological well-being, and enhance employee loyalty. Future studies are encouraged to involve larger sample sizes and consider additional variables—such as job stress, motivation, and work-life balance—for a more comprehensive understanding of factors affecting workplace well-being.

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