

Work Stress, Transformational Leadership, and Employees' Psychological Well-Being: Evidence from PT X Bandung

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Abstract

This study examines the relationships between work stress, transformational leadership, and employees' psychological well-being at PT X Bandung. A quantitative explanatory design was employed using a cross-sectional survey. The study involved all 65 active employees, who were selected through total sampling. Data were collected using a five-point Likert-scale questionnaire and analyzed with descriptive statistics, item validity testing, reliability testing, regression diagnostics, and multiple linear regression using IBM SPSS Statistics version 26. The results showed that work stress had a negative but statistically nonsignificant association with psychological well-being ($B = -0.063$, $t = -0.355$, $p = 0.724$). This finding indicates that the available data did not provide sufficient evidence that work stress independently predicted psychological well-being after transformational leadership was controlled. In contrast, transformational leadership had a positive and statistically significant association with psychological well-being ($B = 0.814$, $t = 4.273$, $p < 0.001$). The overall regression model was significant, $F(2, 62) = 22.644$, $p < 0.001$, and explained 42.2% of the variance in psychological well-being, with an adjusted R^2 of 0.403. These findings suggest that transformational leadership is an important organizational factor associated with employees' psychological well-being. However, the results should be interpreted cautiously because the study used a cross-sectional design, involved a single organization, and identified non-normal regression residuals.

Keywords: Work Stress; Transformational Leadership; Psychological Well-Being; Employee Well-Being; Job Demands-Resources Theory

1. Introduction

Psychological health has become a central concern in contemporary employment settings as workers face intensifying performance expectations, expanding responsibilities, and continuous organizational change. Employees do not interpret workplace conditions uniformly because their perceptions are shaped by personal characteristics and emotional responses to organizational situations ([Nuradina et al., 2023](#)). Their work experience is also influenced by

practical organizational conditions. Work facilities, workload allocation, and communication practices, for example, have been identified as factors associated with employee performance, with workload and communication demonstrating particularly meaningful roles in shaping work outcomes ([Lismayanti et al., 2025](#)). Employee productivity and performance are also influenced by human resource factors such as skills training, work motivation, discipline, and the quality of the work environment ([Apandi et al., 2025](#); [Apriyani et al., 2023](#)). These findings indicate that employee outcomes emerge from the interaction of individual capacities and organizational working conditions. Consequently, organizational effectiveness can no longer be evaluated solely through productivity or target achievement.

Psychological well-being represents more than the absence of psychological distress. It reflects an individual's capacity to develop a positive evaluation of the self, establish constructive relationships, exercise autonomy, manage environmental demands, pursue meaningful goals, and continue personal development ([Ryff & Keyes, 1995](#)). [Huppert \(2009\)](#) explains that psychological well-being is associated with positive functioning and has important consequences for individuals' health, behavior, and capacity to manage everyday demands. In organizational contexts, managerial practices may promote certain dimensions of employee well-being while creating trade-offs among happiness, health, and workplace relationships ([Grant et al., 2007](#)). Within the workplace, these psychological capacities may affect how employees respond to responsibilities, interact with colleagues, and sustain their involvement in organizational activities.

Within the workplace, these psychological capacities may affect how employees respond to responsibilities, interact with colleagues, and sustain their involvement in organizational activities. Employees with stronger well-being generally demonstrate more favorable levels of satisfaction, engagement, productivity, and attachment to their organizations ([Diener et al., 2018](#)). In contrast, persistent psychological difficulties may be reflected in emotional depletion, reduced enthusiasm, withdrawal from work, and vulnerability to broader mental health problems. Organizational competitiveness therefore needs to be pursued alongside the development of working conditions that enable employees to function effectively and psychologically sustainably ([Bernadus & Prasetyaningtyas, 2023](#)).

Concern regarding employee mental health is also relevant in the Indonesian employment context. The World Health Organization ([WHO, 2022](#)) emphasizes that excessive workloads, limited job control, inadequate organizational support, discrimination, and insecure employment conditions can place workers' mental health at risk. These concerns are particularly relevant in work environments characterized by operational deadlines, service responsibilities, and continuous performance demands. In such settings, maintaining employee well-being is important because organizational achievement ultimately depends on both the quality and quantity of work produced by employees ([Wulandari et al., 2025](#)).

Work stress constitutes one of the principal occupational factors that may be associated with psychological well-being. [Robbins and Judge \(2019\)](#) describe work stress as a psychological response that arises when individuals encounter demands, opportunities, or constraints whose outcomes are important but uncertain. Stress is therefore not generated merely by the presence of work assignments, but by the way employees evaluate the relationship between those demands and the resources available to address them. Poorly regulated workloads can intensify psychological pressure, particularly when task requirements exceed employees' time, energy, or perceived capacity ([Putra & Nuradina, 2023](#)). Continuous multitasking and excessive work

accumulation may further contribute to exhaustion and burnout ([Mauladi et al., 2025](#)).

The Job Demands-Resources theory offers a relevant framework for explaining this relationship. The theory proposes that demanding aspects of work require sustained physical or psychological effort and may gradually deplete employee energy when they are not counterbalanced by adequate resources ([Bakker & Demerouti, 2017](#)). From this perspective, work stress can emerge when employees are repeatedly exposed to demanding assignments without sufficient autonomy, support, time, or organizational assistance. Empirical studies have generally demonstrated an unfavorable connection between occupational stress and psychological well-being. [Todaga and Wijono \(2022\)](#), for instance, reported a negative relationship between work stress and psychological well-being among employees during the COVID-19 pandemic. Their findings suggest that sustained occupational pressure may coincide with weaker psychological functioning among employees facing demanding and uncertain working conditions. [Sari et al. \(2025\)](#) similarly found that higher work stress among police personnel was associated with lower psychological well-being. Although both studies provide relevant evidence, their organizational settings differ from the private health-product distribution context examined in the present study.

Psychological well-being may also be shaped by the quality of leadership experienced by employees. Transformational leadership is particularly relevant because it is oriented not only toward completing organizational objectives but also toward developing, motivating, and supporting followers. [Bass and Avolio \(1994\)](#) conceptualize this style through idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Leaders who display these behaviors communicate a meaningful organizational direction, encourage employees to reconsider problems constructively, recognize individual needs, and demonstrate conduct that followers perceive as credible. Such leadership practices may create an interpersonal environment in which employees feel acknowledged and supported.

Evidence from previous studies generally supports a positive connection between transformational leadership and employee well-being. [Arnold \(2017\)](#) explains that transformational leadership may contribute to psychological health by increasing meaningfulness, strengthening employee motivation, and improving the quality of leader-member interaction. [Inceoglu et al. \(2018\)](#) further demonstrate that leadership behavior is closely related to several dimensions of employee well-being, although the mechanisms and strength of the relationship may vary across organizational contexts. These studies establish leadership as a potentially valuable job resource. Nevertheless, they do not specifically explain whether transformational leadership remains important when work stress is examined simultaneously among employees in a private health-product distribution company.

The organizational setting of the present study is PT X Bandung, a company operating in the distribution of health-related products. Its employees are required to complete operational assignments, meet distribution and service targets, maintain accuracy, and respond to time-sensitive work demands. Preliminary observations and informal interviews indicated that several employees experienced fatigue, emotional pressure, anxiety, and difficulty balancing work and personal responsibilities. Other employees reported that supervisor support and constructive workplace relationships helped create a more favorable working experience. These preliminary observations are not treated as statistical evidence. Rather, they provide contextual justification for examining whether variation in work stress and perceptions of transformational leadership is associated with employees' psychological well-being.

The present research differs from the closest previous studies in three respects. First, [Todaga and Wijono \(2022\)](#) examined the relationship between work stress and psychological well-being among employees during the COVID-19 pandemic, while [Sari et al. \(2025\)](#) focused on police officers. In contrast, the present study investigates employees working in a private health-product distribution company, where operational targets, service accuracy, and time-sensitive responsibilities shape a different pattern of job demands. Second, [Arnold \(2017\)](#) and [Inceoglu et al. \(2018\)](#) primarily discussed leadership as an antecedent of employee well-being, while this study places transformational leadership in the same explanatory model as work stress. Third, earlier findings regarding work stress do not necessarily apply uniformly across occupations because employees working during the COVID-19 pandemic, law-enforcement personnel, and private-distribution employees face different demands, authority structures, and organizational resources. By evaluating work stress and transformational leadership simultaneously, this study seeks to determine the relative contribution of an occupational demand and an organizational resource within one model.

Accordingly, this study investigates the partial and joint effects of work stress and transformational leadership on the psychological well-being of employees at PT X Bandung. The research is expected to extend the application of the Job Demands-Resources perspective by examining whether transformational leadership functions as a relevant organizational resource in a health-product distribution company. Practically, the results may assist management in identifying whether employee well-being is more strongly associated with perceived job pressure, leadership practices, or the combined contribution of both factors.

2. Literature Review

2.1 Work Stress

Empirical research generally indicates that work stress is related to employees' psychological well-being, although the direction and strength of the relationship may differ across occupational settings. [Todaga and Wijono \(2022\)](#), using a quantitative correlational design among employees during the COVID-19 pandemic, found that higher occupational stress was associated with lower psychological well-being. Their findings suggest that prolonged pressure, uncertainty, and changing work demands may weaken employees' positive psychological functioning.

Similar evidence was reported by [Sari et al. \(2025\)](#), who examined work stress, age, and psychological well-being among police officers through a quantitative correlational study. The results showed that work stress was significantly associated with psychological well-being, whereas age did not provide a meaningful statistical contribution. These findings indicate that occupational pressure may be more relevant to employees' psychological condition than demographic characteristics such as age.

More recent evidence was provided by [Risyadi and Rendy \(2026\)](#), who examined work stress, employee perceptions of leadership, and psychological well-being at PT X Cimahi. Their results demonstrate that psychological well-being needs to be understood by considering both occupational pressure and employees' perceptions of leadership. However, differences in organizational location, respondent characteristics, leadership conceptualization, and analytical models mean that their findings cannot be applied directly to employees of PT X Bandung.

However, previous findings have not been entirely consistent. Sopacuaperu and Kristianingsih (2024) reported a significant positive relationship between work stress and psychological well-

being among members of the Maluku Regional Police. [Wijaya et al. \(2022\)](#) also found that work stress, motivation, and self-management ability were related to psychological well-being among online transportation drivers. Differences across these studies may reflect variations in occupational risk, organizational support, job autonomy, stress appraisal, measurement instruments, and respondent characteristics.

Although previous studies provide evidence that work stress is associated with psychological well-being, most were conducted among employees during the pandemic, police officers, or online transportation drivers. These occupational settings differ from a private health-product distribution company in terms of work structure, service responsibilities, physical risk, and organizational resources. Therefore, further examination is needed to determine whether work stress independently predicts psychological well-being among employees of PT X Bandung. Based on the Job Demands-Resources theory and the preceding empirical findings, work stress is expected to have a negative association with employees' psychological well-being.

2.2 Transformational Leadership

Previous research generally supports a positive relationship between transformational leadership and employees' psychological well-being. [Arnold \(2017\)](#), through a literature review, concluded that transformational leadership is consistently associated with favorable employee well-being outcomes. The review explains that transformational leaders may strengthen well-being by increasing work meaningfulness, providing individualized support, encouraging employee development, and creating more positive leader-member interactions. However, Arnold also emphasized that future research should further examine the psychological and organizational mechanisms through which leadership affects well-being.

In a quantitative correlational study, [Abadi and Wijono \(2023\)](#) examined transformational leadership and psychological well-being among employees of PT Primayudha Mandiri Jaya in Boyolali. Their findings showed that employees who perceived stronger transformational leadership tended to report higher psychological well-being. This evidence indicates that leadership behaviors involving inspiration, attention, motivation, and employee development may contribute to more favorable psychological functioning.

[Montano et al. \(2017\)](#) extended this evidence through a comprehensive meta-analysis of leadership, employee mental health, and job performance. Their findings demonstrated that constructive forms of leadership were associated with better employee mental health and more favorable work outcomes, whereas destructive or harmful leadership was associated with poorer psychological conditions. The meta-analysis indicates that leadership is not merely a managerial mechanism for improving performance but also an important organizational condition affecting employee health and well-being.

[Inceoglu et al. \(2018\)](#), through an integrated literature review, similarly found that leadership behavior shapes several dimensions of employee well-being. Nevertheless, they emphasized that the magnitude and mechanism of leadership effects vary depending on the form of leadership behavior, the type of well-being being measured, and the organizational context. Leadership may influence well-being through meaningful work, interpersonal relationships, psychological resources, work demands, and employees' perceptions of support.

Taken together, these studies position transformational leadership as an important organizational resource. Nevertheless, previous research has primarily examined leadership and well-being directly or through broader conceptual reviews. Limited evidence is available

regarding whether transformational leadership remains a significant predictor when it is analyzed simultaneously with work stress in a private health-product distribution company. Within the Job Demands-Resources framework, transformational leadership is therefore treated as a job resource that may provide employees with direction, recognition, support, and opportunities for development. Accordingly, transformational leadership is expected to have a positive association with employees' psychological well-being.

2.3 Psychological Well-Being

Previous empirical and review-based studies also demonstrate that psychological well-being is closely related to employees' occupational and organizational experiences. Research by [Sari et al. \(2025\)](#) and [Todaga and Wijono \(2022\)](#) indicates that psychological well-being may decline when employees experience persistent occupational stress. In contrast, Abadi and Wijono (2023) found that stronger perceptions of transformational leadership were associated with better psychological well-being. The reviews conducted by [Arnold \(2017\)](#) and Inceoglu et al. (2018), as well as the meta-analysis by [Montano et al. \(2017\)](#), further indicate that supportive and constructive leadership can promote employee well-being, whereas unfavorable leadership conditions may undermine employees' mental health and psychological functioning.

These findings show that psychological well-being is influenced not only by personal characteristics but also by the demands and resources employees encounter in their work environment. Work stress represents a potential psychological demand, while transformational leadership represents an organizational resource that may support employees' positive functioning. Examining both variables simultaneously therefore provides a more balanced explanation of psychological well-being than evaluating either occupational pressure or leadership behavior separately.

2.4 Conceptual Framework

This study draws on the Job Demands-Resources theory to explain how work stress and transformational leadership may be associated with employees' psychological well-being. The framework assumes that employee well-being is shaped by the interaction between demanding and supportive aspects of the work environment.

Work stress is positioned as an occupational demand. Persistent pressure, excessive responsibilities, time limitations, and emotionally demanding situations may consume employees' psychological and physical energy. When such demands remain high, employees may find it more difficult to maintain emotional balance, positive relationships, environmental control, and a sense of personal development. Work stress is therefore expected to show a negative relationship with psychological well-being.

Transformational leadership is positioned as an organizational resource. Leaders who communicate an inspiring direction, encourage problem solving, recognize individual needs, and provide meaningful support may strengthen employees' confidence and sense of value. Such leadership can create a more constructive work environment and may contribute positively to employees' psychological functioning.

The two predictors are examined simultaneously because employee well-being may not be determined by a single workplace condition. Employees can experience substantial demands while also receiving meaningful leadership support. Conversely, favorable leadership may not fully eliminate the consequences of intense work pressure. Including both variables within one

regression model enables the study to estimate the distinct contribution of each predictor while controlling for the other.

Based on the Job Demands-Resources perspective and previous empirical findings, work stress is expected to be negatively associated with employees' psychological well-being. In contrast, transformational leadership is expected to show a positive association with psychological well-being because it may function as an organizational resource that provides direction, recognition, and interpersonal support. When examined within the same regression model, work stress and transformational leadership are also expected to contribute jointly to explaining variations in employees' psychological well-being.

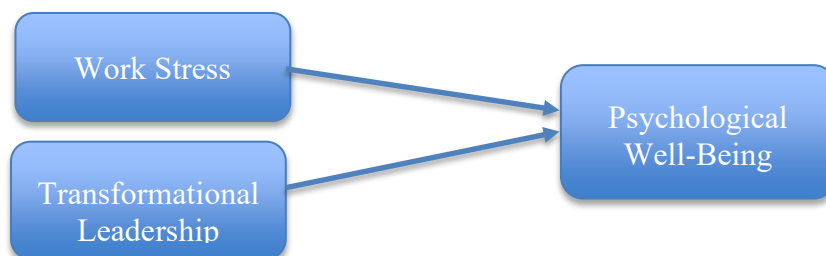


Figure 1. Proposed Conceptual Model

3. Research Method

3.1 Research Design

This study adopted a quantitative explanatory design to examine the relationships between work stress, transformational leadership, and employees' psychological well-being at PT X Bandung. The quantitative approach was considered appropriate because the study tested the proposed relationships using numerical data and statistical analysis. Work stress and transformational leadership were treated as independent variables, whereas psychological well-being was positioned as the dependent variable.

A cross-sectional design was applied because all data were collected during a single period without experimental manipulation or intervention. Therefore, the findings represent statistical relationships observed at the time of data collection and should be interpreted within the limits of a cross-sectional investigation.

3.2 Population and Sampling

The study population consisted of all 65 active employees of PT X Bandung. Because the population was relatively limited and entirely accessible, the study employed total sampling, also known as saturated sampling. Under this procedure, every member of the population was included as a respondent.

The use of total sampling enabled the study to capture responses from the entire workforce available during the research period. However, because all respondents came from one organization, the findings are context-specific and should not be generalized directly to employees working in other companies or industries.

3.3 Data Collection and Measurement

Primary data were obtained through questionnaires distributed to the 65 respondents. Each statement was evaluated using a five-point Likert scale ranging from 1 for strongly disagree to 5 for strongly agree. Responses to the items associated with each variable were aggregated to

produce a composite score. A higher score indicated a higher level of the construct being measured.

Work stress was operationalized using the psychological, physiological, and behavioral manifestations of occupational stress described by [Schultz and Schultz \(2010\)](#). The indicators covered perceived work pressure, emotional tension, fatigue, and changes in work-related behavior.

Transformational leadership was measured using the four dimensions proposed by [Bass and Avolio \(1994\)](#), namely idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. These dimensions reflected employee perceptions of leader credibility, motivational communication, support for new ideas, individualized attention, and employee development.

Psychological well-being was measured using the six-dimensional framework introduced by [Ryff and Keyes \(1995\)](#). The dimensions consisted of self-acceptance, positive relations with others, autonomy, environmental mastery, purpose in life, and personal growth.

Table 1. Operationalization of Research Variables

Variable	Dimensions	Indicators	Source
Work Stress (X ₁)	Psychological, physiological, and behavioral aspects	Work pressure, emotional tension, fatigue, and behavioral changes	Schultz and Schultz (2010)
Transformational Leadership (X ₂)	Idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration	Leader credibility, motivation, inspiration, support, and employee development	Bass and Avolio (1994)
Psychological Well-Being (Y)	Self-acceptance, positive relations with others, autonomy, environmental mastery, purpose in life, and personal growth	Positive self-evaluation, constructive social relationships, independence, environmental control, meaningful goals, and self-development	Ryff and Keyes (1995)

The instrument was developed by adapting the theoretical dimensions and indicators of each construct to the organizational context of PT X Bandung. The questionnaire employed a five-point Likert scale, and a composite score was calculated for each variable.

3.4 Instrument Validity and Reliability

Instrument validity was assessed using item-total correlation. Each item coefficient was compared with the critical correlation value of 0.244 at the 5% significance level. An item was considered acceptable when its calculated correlation coefficient exceeded the critical value. The test results showed that all items used to measure work stress, transformational leadership, and psychological well-being exceeded the specified threshold. Therefore, all questionnaire items were retained for further analysis.

All questionnaire items produced correlation coefficients above the critical value of 0.244 and were therefore retained for subsequent analysis. The validity evidence should therefore be interpreted as preliminary statistical evidence based on the item-total correlation procedure

applied in the study.

Internal consistency was evaluated using Cronbach's alpha. The work stress instrument obtained a coefficient of 0.910, transformational leadership produced a coefficient of 0.931, and psychological well-being obtained a coefficient of 0.921.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Interpretation
Work Stress	0.910	Highly reliable
Transformational Leadership	0.931	Highly reliable
Psychological Well-Being	0.921	Highly reliable

All coefficients exceeded the commonly accepted reliability threshold of 0.70, indicating that the items within each instrument demonstrated strong internal consistency.

3.5 Data Analysis

The data were analyzed using IBM SPSS Statistics version 26. The analytical procedure began with descriptive statistics to summarize the minimum score, maximum score, mean, and standard deviation of each variable. The observed means were reported directly without assigning low, moderate, or high categories because the study did not provide predetermined score intervals or validated classification criteria.

Multiple linear regression was then applied to estimate the relationships between work stress, transformational leadership, and psychological well-being. The regression model was formulated as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Before hypothesis testing, the regression model was evaluated using tests for normality of residuals, multicollinearity, and heteroscedasticity. Residual normality was examined using the One-Sample Kolmogorov-Smirnov test. Multicollinearity was assessed using tolerance and variance inflation factor values, while heteroscedasticity was evaluated using the Glejser test.

The partial contributions of each independent variable were examined using t-tests, whereas the simultaneous contribution of work stress and transformational leadership was evaluated using an F-test. The regression model's explanatory capacity was assessed using the coefficient of determination. The analysis also reported the correlation coefficient, R^2 , adjusted R^2 , and the standard error of the estimate.

The Kolmogorov-Smirnov result indicated that the regression residuals were not normally distributed. Therefore, this condition was treated as a limitation of the ordinary least-squares inference rather than being dismissed on the basis of sample size. The regression coefficients and significance values are reported as obtained from the available SPSS analysis, while their interpretation is made cautiously because robust standard errors and bootstrap confidence intervals were not available in the original output.

4. Research and Discussions

4.1 Research Findings

4.1.1 Descriptive Statistics

The analysis was based on responses from 65 employees, representing the entire active

workforce of PT X Bandung during the data-collection period. Descriptive statistics were used to summarize the observed distribution of work stress, transformational leadership, and psychological well-being. For each construct, the analysis reported the number of observations, the minimum and maximum scores, the arithmetic mean, and the standard deviation.

Table 3. Descriptive Statistics

Variable	N	Minimum	Maximum	Mean	Standard Deviation
Work Stress	65	19	51	35.69	6.576
Transformational Leadership	65	16	55	29.23	6.480
Psychological Well-Being	65	58	87	77.66	7.586

The observed work-stress scores ranged from 19 to 51, with an average of 35.69 and a standard deviation of 6.576. Transformational leadership scores ranged from 16 to 55, with a mean of 29.23 and a standard deviation of 6.480. Psychological well-being had the highest observed score range, extending from 58 to 87, with a mean of 77.66 and a standard deviation of 7.586.

These statistics describe the central tendency and dispersion of the respondents' scores but are not classified into low, moderate, or high categories. Such classifications would require predetermined score intervals, ideal-score calculations, normative thresholds, or a validated categorization procedure. Because the available research documentation does not provide those criteria, the results are reported as observed numerical scores only.

4.1.2 Instrument Evaluation

a. Item Validity

All items produced correlation coefficients above the critical value of 0.244 and were therefore retained for subsequent analysis.

b. Internal Consistency

Cronbach's alpha was used to assess the internal consistency of each measurement scale. The resulting coefficients are presented in Table 5.

Table 4. Reliability Test Results

Variable	Cronbach's Alpha	Interpretation
Work Stress	0.910	Strong internal consistency
Transformational Leadership	0.931	Strong internal consistency
Psychological Well-Being	0.921	Strong internal consistency

The alpha coefficient was 0.910 for work stress, 0.931 for transformational leadership, and 0.921 for psychological well-being. All three coefficients were substantially above the commonly accepted threshold of 0.70. These results indicate that the items within each scale demonstrated strong internal consistency.

4.1.3 Regression Diagnostic Tests

a. Residual Normality

Residual normality was examined using the One-Sample Kolmogorov-Smirnov test. The test produced an Asymp. Sig. value of less than 0.001. Because this value was below the 0.05 threshold, the null hypothesis of a normally distributed residual pattern was rejected.

This result indicates that the regression residuals did not satisfy the normality assumption. The violation should not be disregarded merely because the study involved 65 respondents. Sample size alone does not correct a non-normal residual distribution or guarantee the validity of conventional significance tests.

The multiple regression estimates are nevertheless reported because they describe the direction and magnitude of the observed relationships. However, the t-statistics, F-statistic, and probability values should be interpreted cautiously because robust standard errors or bootstrapped confidence intervals were not available in the original statistical output. This limitation is acknowledged when interpreting the hypothesis-testing results.

b. Multicollinearity

Multicollinearity was assessed through tolerance and variance inflation factor values. The results are displayed in Table 6.

Table 5. Multicollinearity Diagnostic Results

Predictor	Tolerance	VIF	Interpretation
Work Stress	0.264	3.786	No severe multicollinearity
Transformational Leadership	0.264	3.786	No severe multicollinearity

Both predictors produced a tolerance value of 0.264 and a VIF of 3.786. The tolerance values remained above 0.10, while the VIF values were below 10. These results indicate that the regression model did not exhibit severe multicollinearity.

Nevertheless, a VIF of 3.786 suggests that the two predictors shared a meaningful amount of variance. The coefficients can still be estimated, but their individual effects should be interpreted as contributions obtained after controlling for the other predictor.

c. Heteroscedasticity

The Glejser test was used to examine whether the residual variance changed systematically across the values of the predictors. The results are presented in Table 7.

Table 6. Glejser Test Results

Predictor	p-value	Interpretation
Work Stress	0.306	No statistically detected heteroscedasticity
Transformational Leadership	0.662	No statistically detected heteroscedasticity

The p-value was 0.306 for work stress and 0.662 for transformational leadership. Because both values exceeded 0.05, the Glejser test did not provide statistical evidence of heteroscedasticity. The residual variance was therefore treated as sufficiently homogeneous based on this diagnostic procedure.

4.1.4 Multiple Linear Regression

Multiple linear regression was used to estimate psychological well-being from work stress and transformational leadership. The resulting equation was:

$$Y = 56.103 - 0.063X_1 + 0.814X_2$$

The constant of 56.103 represents the estimated psychological well-being score when both predictor scores are equal to zero. Because zero was outside the observed score ranges of the two variables, the constant primarily functions as a mathematical component of the regression

equation and has limited substantive interpretation.

The coefficient of -0.063 for work stress indicates that, after transformational leadership was held constant, a one-point increase in work stress was associated with an estimated decrease of 0.063 points in psychological well-being. The coefficient of 0.814 for transformational leadership indicates that, after work stress was controlled, a one-point increase in transformational leadership was associated with an estimated increase of 0.814 points in psychological well-being.

a. Partial Regression Results

Table 7. Regression Coefficients

Predictor	B	t	p-value
Constant	56.103	14.634	< 0.001
Work Stress	-0.063	-0.355	0.724
Transformational Leadership	0.814	4.273	< 0.001

Work stress produced a negative coefficient of -0.063 , a t-value of -0.355 , and a p-value of 0.724 . The coefficient therefore showed a negative direction, but the available analysis did not provide sufficient statistical evidence that work stress was independently associated with psychological well-being after transformational leadership was controlled. Accordingly, the proposed negative association between work stress and psychological well-being was not supported. The nonsignificant coefficient should not be interpreted as evidence that employees managed stress adaptively, that their stress remained below a harmful threshold, or that the pressure they experienced constituted eustress. Coping capacity, stress appraisal, and stress thresholds were not measured directly in this study. The result only indicates that the work-stress coefficient was not statistically distinguishable from zero within the estimated model.

Transformational leadership produced a positive coefficient of 0.814 , a t-value of 4.273 , and a p-value below 0.001 . This result indicates that higher perceived transformational leadership was associated with higher psychological well-being after work stress was statistically controlled. Therefore, the proposed positive association between transformational leadership and psychological well-being was supported by the conventional regression analysis.

This finding should be interpreted as an observed statistical association rather than definitive causal evidence because the data were collected cross-sectionally and the residual normality assumption was not satisfied.

b. Model Summary

The model-summary statistics were calculated from the available regression and residual sums of squares.

Table 8. Model Summary

R	R ²	Adjusted R ²	Standard Error of the Estimate
0.650	0.422	0.403	5.858

The multiple correlation coefficient was approximately 0.650 , indicating a moderately strong relationship between the combined predictors and psychological well-being. The R^2 value of 0.422 shows that work stress and transformational leadership jointly accounted for approximately 42.2% of the observed variation in psychological well-being.

After adjustment for the number of predictors and sample size, the model explained approximately 40.3% of the variation in the outcome. The remaining 57.8% was associated with variables not included in the regression model and with unexplained variation. The standard error of the estimate was approximately 5.858, representing the average magnitude of the residual prediction error in the units of the psychological well-being score.

c. Overall Model Test

Table 9. Analysis of Variance for the Regression Model

Model Component	Sum of Squares	df	Mean Square	F	p-value
Regression	1554.451	2	777.225	22.644	< 0.001
Residual	2128.103	62	34.324		
Total	3682.554	64			

The overall regression model produced an F-value of 22.644 with 2 and 62 degrees of freedom and a p-value below 0.001. Under conventional ordinary least-squares inference, the model containing work stress and transformational leadership provided a better statistical fit for psychological well-being than an intercept-only model. Therefore, the proposed joint contribution of work stress and transformational leadership to psychological well-being was statistically supported.

The significant F-test does not imply that both predictors were individually significant. Rather, it indicates that the predictors, considered as a set, improved the estimation of psychological well-being. The coefficient results show that this overall model significance was primarily associated with the contribution of transformational leadership, whereas work stress did not demonstrate a statistically significant independent coefficient.

Because residual normality was not achieved, the overall inferential result should be interpreted with caution. Confirmation through bootstrap confidence intervals, heteroscedasticity-consistent standard errors, or another robust estimation procedure would strengthen the reliability of the statistical conclusions.

4.2 Discussion

4.2.1 Work Stress and Psychological Well-Being

The regression analysis showed that work stress had a negative coefficient, but the relationship was not statistically significant. The coefficient of -0.063 indicates that higher work-stress scores were associated with a slight reduction in psychological well-being after transformational leadership was controlled. However, the p-value of 0.724 shows that the available data did not provide sufficient evidence to conclude that work stress independently predicted psychological well-being among employees of PT X Bandung.

This result should be interpreted strictly within the limits of the statistical evidence. A nonsignificant coefficient does not demonstrate that employees were able to manage pressure adaptively, that their stress remained within a safe threshold, or that the pressure functioned as eustress. The study did not directly measure coping strategies, cognitive appraisal, resilience, stress tolerance, or whether employees perceived job demands as challenges rather than threats. Therefore, such mechanisms cannot be inferred from the regression result.

The absence of a statistically significant coefficient may reflect several possibilities. First, the level of work stress experienced by employees may not have varied sufficiently to produce a

detectable independent association with psychological well-being. Second, the contribution of work stress may overlap with other organizational conditions, particularly transformational leadership, as indicated by the shared variance between the two predictors. Third, psychological well-being may be shaped by factors not included in the model, such as organizational support, work-life balance, personal resilience, social support, job control, and coping strategies. These possibilities remain interpretive considerations rather than conclusions established by the present data.

The current result differs from the findings of [Wijaya et al. \(2022\)](#), who reported a statistically significant relationship between work stress and psychological well-being. It also differs from [Sopacuaperu and Kristianingsih \(2024\)](#), who found a significant positive association between the two variables among members of the Maluku Regional Police. These differences should not be described as direct consistency because the direction and statistical significance of the findings are not identical.

The contrasting results may be related to differences in occupational context, respondent characteristics, measurement instruments, and organizational demands. Police personnel, online transportation drivers, and employees in a health-product distribution company operate under different levels of physical risk, emotional exposure, job autonomy, service expectations, and supervisory structure. A relationship observed in one occupational setting may therefore not emerge with the same direction or magnitude in another.

The positive relationship reported by [Sopacuaperu and Kristianingsih \(2024\)](#) may indicate that the interpretation of occupational pressure varies across respondents and work environments. Nevertheless, the present study cannot determine whether employees viewed stress as a challenge, threat, or motivating condition because stress appraisal was not measured. Accordingly, eustress may only be treated as a possible theoretical explanation requiring direct examination in future studies, not as an explanation confirmed by the present findings.

From the perspective of the Job Demands-Resources theory, work stress remains conceptually relevant as a potential occupational demand ([Bakker & Demerouti, 2017](#)). However, the current findings indicate that its independent statistical contribution was not supported after transformational leadership was entered into the regression model. Thus, the proposed negative association between work stress and psychological well-being was not supported.

4.2.2 Transformational Leadership and Psychological Well-Being

Transformational leadership demonstrated a positive and statistically significant relationship with psychological well-being. The coefficient of 0.814 indicates that higher employee perceptions of transformational leadership were associated with higher psychological well-being after work stress was controlled. This result suggests that leadership behavior represented the stronger predictor in the estimated model.

The relationship can be understood through the characteristics of transformational leadership. Leaders who communicate a meaningful direction, demonstrate credible behavior, encourage constructive thinking, and acknowledge individual employee needs may contribute to a more supportive organizational experience. These practices can strengthen employees' sense of recognition, clarity, involvement, and interpersonal security.

The findings support [Arnold \(2017\)](#), who explains that transformational leadership may contribute to employee well-being by increasing work meaningfulness, providing emotional

support, and strengthening individual development. The results are also consistent with [Inceoglu et al. \(2018\)](#), who identify leadership behavior as an important organizational factor associated with employee well-being. Similarly, [Abadi and Wijono \(2023\)](#) reported a positive relationship between transformational leadership and employees' psychological well-being.

The consistency across these studies suggests that transformational leadership may be relevant across different employment contexts. However, the mechanism should not be overstated. The present study did not directly test whether leadership improved coping ability, reduced stress, increased psychological safety, or enhanced work meaningfulness. These mechanisms are theoretically plausible, but they were not examined as mediators in the regression model.

Within the Job Demands-Resources framework, transformational leadership can be viewed as an organizational resource because it may provide guidance, recognition, encouragement, and interpersonal support ([Bakker & Demerouti, 2017](#)). Such resources may help employees understand expectations and experience a more constructive relationship with the organization. The current analysis supports an association between transformational leadership and psychological well-being, but it does not establish that leadership neutralized or moderated the effect of work stress.

The positive coefficient also has practical implications for PT X Bandung. Leadership practices that emphasize individualized attention, clear communication, encouragement, and employee development may be relevant to maintaining favorable psychological conditions. Nevertheless, because the study used a cross-sectional design, the findings should be interpreted as an association rather than definitive evidence that transformational leadership directly caused improvements in psychological well-being. Based on the available regression results, the proposed positive association between transformational leadership and psychological well-being was supported.

4.2.3 Combined Contribution of Work Stress and Transformational Leadership

The regression model containing work stress and transformational leadership was statistically significant, with an F-value of 22.644 and a p-value below 0.001. Together, the two predictors explained approximately 42.2% of the observed variation in psychological well-being. After adjustment for sample size and the number of predictors, the explanatory proportion was 40.3%.

The significant overall model indicates that the two predictors, when considered jointly, provided a better explanation of psychological well-being than a model containing no predictors. However, this result does not mean that both variables made equally strong or individually significant contributions. The coefficient analysis showed that transformational leadership was significantly associated with psychological well-being, whereas work stress was not. Therefore, the overall significance of the model appears to have been driven primarily by transformational leadership.

The remaining 57.8% of the variation in psychological well-being was not explained by the variables included in this study. This unexplained proportion may be associated with personal, social, and organizational factors such as resilience, coping style, perceived organizational support, work engagement, work-life balance, job control, compensation, interpersonal relationships, organizational commitment, and organizational culture. Previous evidence indicates that organizational commitment and culture can interact in shaping employee work outcomes, demonstrating the importance of broader organizational conditions beyond leadership and work pressure ([Pras, 2018](#)). These factors were not examined in the current

model and should be considered in future research.

The combined model can be interpreted through the Job Demands-Resources theory. Work stress represents a potentially demanding component of employment, whereas transformational leadership represents a possible organizational resource ([Bakker & Demerouti, 2017](#)). The theory provides a useful structure for positioning the variables, but the present analysis only tested their direct effects. It did not test an interaction, buffering, mediation, or moderation mechanism. Consequently, the findings do not demonstrate that transformational leadership reduced, weakened, or offset the effect of work stress.

The results nevertheless emphasize that employee psychological well-being cannot be understood solely through the presence of work pressure. Organizational relationships and managerial practices also form part of the work environment in which employees function. For PT X Bandung, attention to leadership quality may therefore be particularly relevant. Leaders can contribute by communicating responsibilities clearly, recognizing employee contributions, providing constructive feedback, and responding to employee needs appropriately.

At the same time, the nonsignificant work-stress coefficient should not lead management to disregard workload or occupational pressure. Statistical nonsignificance in one sample does not establish that work stress is harmless. Organizations should continue to monitor workload distribution, time demands, role clarity, and signs of psychological strain while strengthening leadership practices that support employee development and well-being.

Overall, the proposed joint contribution of work stress and transformational leadership was statistically supported because the regression model was significant. However, the conclusions should remain cautious because the study was cross-sectional, involved one company, and identified non-normal residuals. Replication using larger samples, multiple organizational settings, and robust statistical procedures would provide stronger evidence regarding the relationships among the variables.

5. Conclusion

This study examined the relationships between work stress, transformational leadership, and psychological well-being among employees of PT X Bandung. The results showed that work stress had a negative regression coefficient, but its independent contribution to psychological well-being was not statistically significant. Therefore, the findings do not provide sufficient evidence to conclude that variation in work stress was associated with variation in employees' psychological well-being after transformational leadership was controlled.

This result should not be interpreted as proof that employees were able to manage pressure adaptively, that their stress remained within a tolerable level, or that work demands were psychologically harmless. Coping strategies, stress appraisal, resilience, and individual stress thresholds were not measured in this study. The conclusion is limited to the observed nonsignificant statistical relationship.

Transformational leadership, in contrast, showed a positive and statistically significant association with psychological well-being. Employees who reported stronger transformational leadership also tended to report better psychological functioning. Leadership practices characterized by clear direction, encouragement, individualized attention, and support for employee development therefore appear relevant to the psychological conditions experienced by employees at PT X Bandung.

The overall regression model was statistically significant. Work stress and transformational leadership jointly explained 42.2% of the observed variation in psychological well-being, while the adjusted explanatory value was 40.3%. However, the coefficient analysis indicates that the significance of the model was primarily associated with transformational leadership because work stress did not show a significant independent coefficient.

These findings suggest that management should give greater attention to leadership practices that promote clear communication, employee recognition, constructive feedback, and individualized support. At the same time, the nonsignificant coefficient for work stress should not be used as a reason to disregard workload, time pressure, or other occupational demands. Monitoring work conditions remains necessary because statistical nonsignificance in one organizational sample does not establish that work stress has no practical consequences.

The study has several limitations. The respondents were drawn from a single company, the sample consisted of 65 employees, and the data were collected at one point in time. These conditions limit the generalizability of the findings and prevent strong causal interpretation. In addition, the residuals did not satisfy the normality assumption, while robust standard errors and bootstrap confidence intervals were not available in the original analysis.

Future studies should involve larger samples from multiple organizations and industrial sectors. Longitudinal or multi-wave designs would also be useful for examining whether changes in leadership and work demands precede changes in psychological well-being. Further research may include variables such as perceived organizational support, work engagement, resilience, coping strategies, work-life balance, job control, and social support to obtain a more comprehensive explanation of employee psychological well-being.

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