



## The Relationship between Workplace Friendship and Workplace Well Being on Productivity

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### Article Info

#### Article history:

Received 17 December 2023

Received in revised form 17  
January 2024

Accepted 5 February 2024

#### Keywords:

Workplace Friendship

Workplace Wellbeing

Employee Productivity

### Abstract

The purpose of this research is to determine the variables of Workplace Friendship and Workplace Wellbeing on Employee Productivity. This type of research includes quantitative research. This research is survey research. The population in this study were employees at the Pasar Makassar Raya Regional Public Company. With a sample size of 124 people, the data collection technique uses a questionnaire that has been prepared to answer the hypothesis. The research results found that Workplace Friendship and Workplace well-being simultaneously had a positive and significant effect on employee productivity.

## Introduction

Human resources are the most strategic element in an organization, which must be recognized and accepted by management. Increasing work productivity is only possible by (Greer, 2021). On the other hand, human resources can be the cause of waste and inefficiency in various forms. Therefore, paying attention to the human element is one of the demands in all efforts to increase work productivity (Sgarbossa et al., 2020; Werdhiastutie et al., 2020). Work productivity has an important meaning as a view of life and mental attitude of all employees, where employees always try to improve the quality of life, today's situation must be better than yesterday and tomorrow's quality of life must be better than today. This provides encouragement to strive and increase productivity in carrying out the work assigned. One of the factors that influences employee productivity is workplace friendship. According to (Wulandari & Helmy, 2022; Xiao et al., 2020), Workplace friendship is a voluntary, personal relationship that usually provides assistance, both time, work, economics and communication. Friendships in the workplace really have a good impact if the friendship is on a good scale and does not differentiate between each other. The majority of employees work together for long periods of time, therefore creating high-quality relationships within an organization (Jose et al., 2021).

Another factor that influences employee work productivity is Workplace well-being. Workplace well-being is the component that is most closely related to workers and the work environment because workers spend most of their time in the work environment (Fridayanti et al., 2019; Grossmeier et al., 2020). Due to efforts to retain employees, companies need to create and provide workplace well-being to employees and can also make the quality of human resources more effective (Damayanti & Budiani, 2021; Fridayanti et al., 2019) defines workplace well-being as the welfare felt by employees which is influenced by satisfaction with aspects of their work. Page (Fridayanti et al., 2019) also explains that workplace well-being consists of workers' general feelings (core affect) and work values or important aspects of their work. (Fridayanti et al., 2019) explain that workplace well-being includes measurements of well-being based on life experience and work-related experiences. Research by Rizki et al. (2021), entitled "The Influence of Workplace Friendship and Workplace Well Being on Employee Performance mediated by Employee Engagement studies on non-civil servant

professional employees at Jenderal Soedirman University." The method used in this research is quantitative research. The results of the analysis show that workplace friendship has a positive and significant effect on employee engagement, workplace well-being has a positive and significant effect on employee engagement, employee engagement mediates the effect of workplace friendship on employee performance, employee engagement mediates the effect of the workplace well-being on employee performance of non-PNS professional employees at Jenderal Soedirman University. Based on the background of the problem that has been described, and the results of previous research, there has been no research that links the Workplace Friendship and Workplace Wellbeing variables to employee productivity Ciptaningrum (2019), entitled "The Influence of Workplace Friendship and Distributive Justice on Work Loyalty Mediated with Job Satisfaction (Study of PDAM Bumi Tirta Sentosa Kebumen Employees), Rizki et al. (2021), entitled "The Effect of Workplace Friendship and Workplace Well Being on Employee Performance as mediated by Employees Egagement study of non-civil servant professional employees at Jenderal Soedirman University).

## **Theoretical Foundations and Hypotheses**

### ***Workplace friendships***

According to Mubarokah (2020) define workplace friendship as a voluntary, non-exclusive working relationship that involves mutual trust, commitment, mutual desire and shared interests and values. Rizki et al. (2021) suggests that when employees have friends they can trust at work, they can get help or advice from their co-workers and, therefore, feel safe, comfortable, and satisfied with their work at work. workplace. According to (Wulandari & Helmy, 2022), Workplace friendship is a voluntary, personal relationship that usually helps, both time, work, economics and communication. Friendships in the workplace really have a good impact if the friendship is on a good scale and does not differentiate between each other. Most employees work together for long periods of time, therefore creating high-quality relationships within an organization. (Wulandari & Helmy, 2022) suggest that workplace friendship is a non-exclusive, voluntary workplace relationship that involves mutual trust, commitment, reciprocal desires and various interests and values. So, this research formulates the following hypothesis: H1: Workplace friendship has a positive and significant effect on employee productivity. The indicators according to (Wulandari & Helmy, 2022), are as follows: Friendship opportunities, Quality of friendship.

### ***Workplace Wellbeing***

Welfare in the workplace or commonly called workplace well-being (hereinafter referred to as WWB) is a relatively new topic in management science so it has different concepts and definitions (Cvenkel, 2020). WWB has several different definitions and meanings from several researchers because it was developed using various approaches. According (Rizki et al., 2021), work health and well-being are used to see employee comfort and well-being (workplace well-being). Explain that workplace well-being consists of 2 aspects, namely job satisfaction and affect (feelings) related to work. Job satisfaction is a way to evaluate the cognitive side of everything related to work activities. Meanwhile, the related affect is an evaluation of the affective (emotional) side. These two things are inseparable and form a construct of workplace well-being. In this research, the author will use workplace well-being from Page (Yuniarti, 2015), namely the feeling of well-being that employees get from work, which is related to workers' feelings in general (core affect) and consists of the intrinsic and extrinsic value of work. The definition expressed by Page (Yuniarti, 2015) is as follows: 1). Intrinsic dimensions, 2). Extrinsic Dimension. So, this research formulates the following hypothesis: H2: Workplace wellbeing has a positive and significant effect on employee productivity.

## ***Productivity***

Philosophically, productivity contains a view of life and mental attitude that always strives to improve the quality of life. The situation today must be better than before (Sunarsi, 2018). From this understanding, Sunarsi (2018) concluded that work productivity is a comparison of actual performance results (output) with the sacrifices (input) made by a person or organization to achieve it. Productivity is associated with the effectiveness of the use of labor and equipment which leads to the same goal, that is, work productivity is a comparison of performance results with the time needed to produce products from an employee or workforce. According to Sutrisno (Panjaitan, 2017), to measure work productivity, an indicator is needed, namely as follows: 1). Ability, 2). increase the results achieved, 3). Work enthusiasm, 4). Self development, 5). Quality, 6). Efficiency Workplace Well Being is a feeling of safety and comfort in the work environment, so that employees always feel happy at work, so they can enjoy their work. Employees who feel happy and comfortable at work will have a positive impact on increasing work productivity and are less likely to leave their company. Well-being in the workplace needs to be owned by a worker in order to maximize his performance and create positive feelings that influence his work environment. Well-being at work can influence employee work productivity.

## **Methods**

The survey method is a quantitative research method used to obtain data that occurred in the past or currently, about beliefs, opinions, characteristics, behavior, variable relationships and to test several hypotheses about sociological and psychological variables from samples taken from certain populations, data collection techniques using observation (interviews or questionnaires) are not in depth, and research results tend to be generated. This research is survey research. The population in this study were employees at the Pasar Makassar Raya Regional Public Company. With a sample size of 124 people, the data collection technique uses a questionnaire that has been prepared to answer the hypothesis. The measurement scale used is a Likert scale. To further simplify the framework of thought, a hypothesis framework is created as follows:

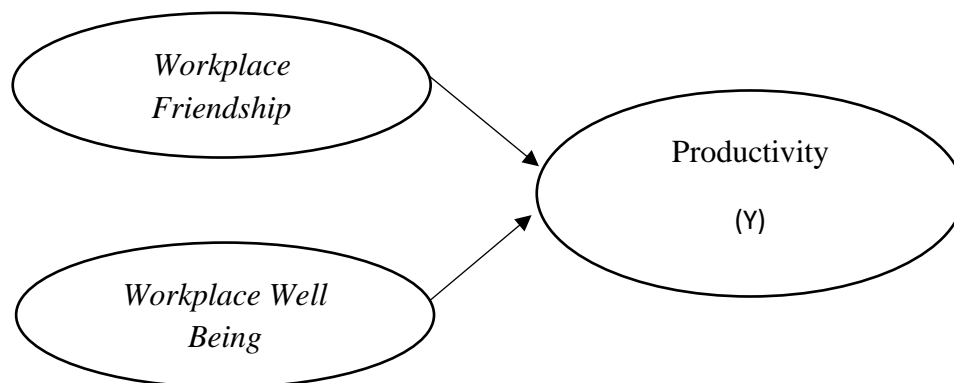


Figure 1. Hypothesis framework

## Results and Discussion

### Description of Research Objects

This research was conducted on employees at the Pasar Makassar Raya Regional Public Company. Data for this research was obtained using a questionnaire distributed directly to respondents at the Pasar Makassar Raya Regional Public Company.

Table 1. Distribution and Return of Questionnaires

Information	Sum
Number of questionnaires distributed	124
Number of questionnaires that did not return	(0)
Number of questionnaires that cannot be processed	(0)
Number of questionnaires that can be processed	<b>124</b>

Source : Processed primary data, 2022

### Characteristics of Respondents

The respondents in this study were employees in the Makassar Raya Market Area Public Company. The following is an overview of respondent identity consisting of gender and education level of respondents.

#### Characteristics of respondents by gender

Table 2. Respondent's Gender

No	Gender	Sum	Presented
1	Man	77	61,10%
2	Woman	47	37,90%
Sum		124	100%

Source: Processed primary data, 2022

124 respondents who were employees of the Makassar Raya Market Area Public Company consisted of 77 people or 62.10% of male gender, while 47 women or 37.90% of women.

#### Characteristics of respondents based on education level

Table 3. Education Level of Respondents

No	Education Level	Sum	Percentage
1.	Highschool	30	24,19%
2.	S1	87	70,16%
3.	S2	7	5,65%
4.	S3	0	0%
5.	Other	0	0%
Sum		123	100%

Source: Processed primary data, 2022

Table 3 shows that most of the employees who were respondents in this study had an S1 education level, which was 87 staff or 70.16% of the total respondents. The level of S2 education is 7 staff or 5.65% of the number of respondents. And the high school education level is 30 staff or 24.19%.

### Descriptive Statistical Analysis

The variables used in this study were workplace *friendship*, *workplace well being* and employee productivity. These variables will be tested with descriptive statistics.

**Table 4. Descriptive Statistical Analysis**

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Workplace Friendship	124	3.40	5.00	4.4177	.28939
Workplace Well Being	124	3.00	5.00	4.5769	.38059
Employee Productivity	124	3.75	5.00	4.6532	.29723
Valid N (listwise)	124				

Source : Processed primary data, 2022

Table 4 explains the results of descriptive statistics regarding the variables in this research, including:

1) workplace friendship (X1) Based on table 12 above, The standard deviation value shows a deviation of 0.28939 from the average value of the respondents' total answers. 2) Workplace wellbeing (X2) Based on table 12 above, The standard deviation value shows a deviation of 0.38059 from the average value of the total respondents' answers. 3) Employee Productivity (Y) Based on table 12 above, Y has a minimum value of 3.75, a maximum value of 5, and a mean of 4.6532, so it is on the value scale which indicates the answer choice is strongly agree. The standard deviation value shows a deviation of 0.29723 from the average value of the respondents' total answers.

### Data Quality Test Results

#### Validity Test Results

Validity test (validity test) is a tool used to measure whether a questionnaire is valid/valid. Imam Ghozali (Suryani et al., 2020) The validity test was carried out by testing the correlation between item scores and the total score of each variable, using Pearson correlation. A question item is said to be valid if  $r_{count} > r_{table}$ , where the  $r_{table}$  value is 0.1764.

Table 5. Validity Test Results

	Question Item	Pearson Correlation	Sig (2-Tailed)	Information
X1	WF1	0,474	0,1764	VALID
	WF2	0,607	0,1764	VALID
	WF3	0,528	0,1764	VALID
	WF4	0,703	0,1764	VALID
	WF5	0,593	0,1764	VALID
	WF6	0,562	0,1764	VALID
	WF7	0,446	0,1764	VALID
	WF8	0,518	0,1764	VALID

	WF9	0,491	0,1764	VALID
	WF10	0,557	0,1764	VALID
X2	WB1	0,624	0,1764	VALID
	WB2	0,760	0,1764	VALID
	WB3	0,644	0,1764	VALID
	WB4	0,767	0,1764	VALID
	WB5	0,724	0,1764	VALID
	WB6	0,775	0,1764	VALID
	WB7	0,755	0,1764	VALID
	WB8	0,762	0,1764	VALID
	WB9	0,698	0,1764	VALID
	WB10	0,544	0,1764	VALID
	WB11	0,726	0,1764	VALID
	WB12	0,670	0,1764	VALID
	WB13	0,525	0,1764	VALID
Y	PK1	0,358	0,1764	VALID
	PK2	0,504	0,1764	VALID
	PK3	0,595	0,1764	VALID
	PK4	0,610	0,1764	VALID
	PK5	0,627	0,1764	VALID
	PK6	0,589	0,1764	VALID
	PK7	0,831	0,1764	VALID
	PK8	0,821	0,1764	VALID
	PK9	0,822	0,1764	VALID
	PK10	0,794	0,1764	VALID
	PK11	0,609	0,1764	VALID
	PK12	0,599	0,1764	VALID

Source : Processed primary data, 2022

Based on table 5, it is known that the variables workplace friendship, workplace well being and employee productivity have a significant value of less than 0.05, so it can be concluded that all question items in this research are valid.

### ***Reliability Test Results***

Reliability testing is a tool for measuring a questionnaire which is an indicator of a variable or construct. According to Imam Ghozali (Suryani, 2019) This reliability test is carried out to test the consistency of respondents' answers to questions in the questionnaire. A questionnaire is said to be reliable if a person's answers to questions are consistent or stable from time to time. The test uses the Cronbach Alpha statistical method . The results of reliability testing are as follows:

Table 6. Reliability Test Results

Variable	Cronbach's Alpha	Information
<i>Workplace Friendship (X1)</i>	0,738	Reliable
<i>Workplace Well Being (X2)</i>	0,909	Highly Reliable
Employee Productivity (Y)	0,869	Highly Reliable

Source : Processed primary data, 2022

Table 6 shows that the variables workplace friendship, workplace well-being and employee productivity have Cronbach's alpha values greater than 0.6. This shows that the question items in this research are reliable and very reliable. So that each question item used will be able to obtain consistent data and if the question is asked again, an answer will be obtained that is relatively the same as the previous answer.

## Hypothesis Test Results

### *Multiple Linear Regression Analysis Test Results*

After the results of the classical assumption test have been carried out and the overall results show that the regression model meets the classical assumptions, the next stage is to evaluate and interpret the multiple regression model.

**Table 7. Regression Equation Model**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.783	.326		5.464	.000
	Workplace Friendship	.241	.082	.235	2.935	.004
	Workplace Well Being	.394	.063	.505	6.305	.000

a. Dependent Variable: Employee Productivity

Source : Processed Data, 2022

Based on table 7 above, the regression equation formed in this regression test is:

$$Y = 1,783 + 0,241 X_1 + 0,394 X_2 + e$$

The model can be interpreted as follows:

a) The constant value is 1.783, this shows that, if the independent variables (workplace friendship and workplace well being) are zero (0), then the value of the dependent variable (employee productivity) is 1.783 units. b) The workplace friendship regression coefficient (b1) is 0.241 and has a positive sign. This means that the value of variable Y will increase by 0.241 if the value of variable X1 increases by one unit and the other independent variables have a fixed value. The coefficient with a positive sign indicates that there is a unidirectional relationship between the workplace friendship variable (X1) and the employee productivity variable (Y). The better workplace friendship that employees feel within the company, the more employee productivity will increase. c) The workplace well being regression coefficient (b2) is 0.394 and has a positive sign. This means that the value of variable Y will increase by 0.394 if the value of variable X2 increases by one unit and the other independent variables have a fixed value. The coefficient with a positive sign indicates that there is a unidirectional relationship between the workplace well being variable (X2) and the employee productivity variable (Y).

The better the workplace well-being that employees feel within the company, the better employee productivity will be. Hypothesis Test Results Partial Test Results (t Test) The partial test is used to see the effect of each independent variable on the dependent variable. The test is carried out using the t test, namely by looking at the calculated t significance value. If the significance value is <0.05 then it can be said that the independent variable has an influence on the dependent variable. The test results are as follows:

Table 8. Partial Test Results (Test t)

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.783	.326		5.464	.000
	Workplace Friendship	.241	.082	.235	2.935	.004
	Workplace Well Being	.394	.063	.505	6.305	.000
a. Dependent Variable: Employee Productivity						

Source : processed data, 2022

Through t-test statistics consisting of workplace friendship (X1) and workplace well-being (X2), the influence on employee productivity (Y) can be partially determined. a) Testing the First Hypothesis (H1). Table 8 shows that the workplace friendship variable has a significant level of 0.004, which is smaller than 0.05. The coefficient value of +0.241 shows that the influence given is positive on the dependent variable. b) Testing the Second Hypothesis (H2). Table 8 shows that the workplace well being variable has a significance level of 0.000, which is smaller than 0.05. The coefficient value of +0.394 shows that the influence given is positive on the dependent variable.

**R<sup>2</sup> Test (Coefficient of Determination)**

The coefficient of determination test aims to determine how much the dependent variable can be explained by the independent variable.

Table 9. R2 Test Results

Model Summary <sup>b</sup>				
Mode l	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.658 <sup>a</sup>	.433	.424	.22566
a. Predictors: (Constant), Workplace Well Being, Workplace Friendship				
b. Dependent Variable: Employee Productivity				

Source: Processed primary data, 2022

From table 9 above, there is an R number of 0.658 which shows that the relationship between employee productivity and the two independent variables is strong, because it is in the strong definition with a number between 0.601 – 0.8. Meanwhile, the R square value of 0.433 or 43.3% shows that the employee productivity variable can be explained by the variables workplace friendship and workplace well being at 43.3% while the remaining 56.7% can be explained by other variables such as work motivation, education, skills. , and so forth.

**The influence of workplace friendship on employee productivity**

Hypothesis test results show that workplace friendship has a positive and significant effect on employee productivity. In the workplace friendship variable, there are two indicators, namely Friendship Opportunities and Friendship Quality, where in this research, it is proven that the level of Friendship Quality of Employees at the Pasar Makassar Raya Regional Public Company is better and has a more dominant influence on employee productivity compared to



Friendship Opportunities, seen from the level. The mean value of the friendship opportunity indicator is 4.40 and the Friendship Quality indicator is 4.44 which is on the strongly agree value scale. Because the better the workplace friendship that employees feel within the company, the more employee productivity will increase.

Making friends at work makes life at work easier. Having friendly friends can provide positive energy and is a source of motivation that can increase productivity for the better. Good friendships can provide stimulus and knowledge for someone to learn to be better. Having friends at work is one of the incentives for someone to persist and support someone to become even better. The research is in line with research conducted by Rizki et al. (2021), stating that workplace friendship has a positive and significant effect on employee engagement. This research is supported by research by Ciptaningrum (2019) stated that workplace friendship has a significant effect on job satisfaction. there are two dimensions.

### **The Influence of Workplace Well Being on Employee Productivity**

Hypothesis test results show that workplace well-being has a positive and significant effect on employee productivity. There are two dimensions used in measuring the Workplace well being variable, namely intrinsic which consists of five aspects and extrinsic which consists of eight aspects, where in this research, it was proven that in the intrinsic dimension, it has a mean value of 4.64 and in the extrinsic dimension it has a value mean 4.54, which means that employees of the Pasar Makassar Raya Regional Public Company have aspects that refer to the feelings that employees have regarding the tasks given in their work domain that have more influence on the resulting productivity compared to aspects that refer to the work environment that can influence them. in work. Because in a job, the better the workplace well-being that employees feel in the company, the better employee productivity will be.

Workplace Well Being is a feeling of safety and comfort in the work environment, so that employees always feel happy at work, so they can enjoy their work. Employees who feel happy and comfortable at work will have a positive impact on increasing work productivity and are less likely to leave their company. Well-being in the workplace needs to be owned by a worker in order to maximize his performance and create positive feelings that influence his work environment. Well-being at work can influence employee work productivity. The research is in line with research conducted by Rizki et al. (2021), stating that workplace well-being has a positive and significant effect on employee engagement.

### **Conclusion**

This study aims to analyze the influence of workplace friendship and workplace well-being on the performance of employees of the Pasar Makassar Raya Regional Public Company. Judging from the problem formulation proposed by the researcher, then analyzing the data and discussion that has been explained, it can be concluded that all variables have a negative and significant effect on employee performance.

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