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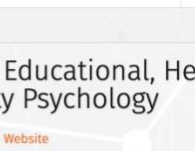
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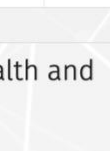
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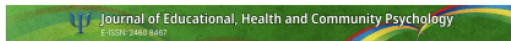
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Measurement of Well-Being in The Workplace: The Adaptation of The Workplace Well-Being Questionnaire Into Indonesian

Zamralita Zamralita
 Faculty of Psychology, Universitas Tarumanagara
Anastasia Putri Leleng Willis
 Faculty of Psychology, Universitas Tarumanagara

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Measurement of Well-Being in The Workplace: The Adaptation of The Workplace Well-Being Questionnaire Into Indonesian

Zamralita

Faculty of Psychology
Universitas Tarumanagara
zamralita@fpsi.untar.ac.id

Anastasia Putri Leleng Willis

Faculty of Psychology
Universitas Tarumanagara
anastasiaputrilw@gmail.com

Abstract

This study reports the adaptation and psychometric validation of an Indonesian-language version of the Workplace Well-Being Scale for use among active employees in Indonesia. The adaptation procedure adhered to the International Test Commission guidelines, incorporating forward-backward translation, expert panel review, and cognitive interviewing. Data were collected from 1,342 participants representing diverse occupational sectors, educational backgrounds, and organizational tenures. The four theorized dimensions—Work Satisfaction, Organizational Respect for the Employee, Employer Care, and Intrusion of Work into Private Life—were tested through confirmatory factor analysis. Internal consistency was strong across all subscales, with Cronbach's alpha coefficients ranging from .851 to .901. A second-order confirmatory factor analysis yielded acceptable to good fit (incremental fit indices > .95; RMSEA = .089; GFI = .81; AGFI = .78), generally supporting the proposed hierarchical factor structure. Composite reliability (CR = .887–.919) and convergent validity (AVE = .531–.606) were satisfactory, although HTMT values among the three positive dimensions were borderline (.893–.898), indicating substantial conceptual overlap. These findings provide preliminary support for the Indonesian Workplace Well-Being Scale as a generally adequate instrument for assessing workplace well-being in Indonesian organizational contexts, though further refinement of model fit and examination of measurement invariance are needed.

Keywords: workplace well-being; scale adaptation; employee; Indonesian

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Introduction

The COVID-19 pandemic left a mark on the world of work that went well beyond operational disruption. What proved most enduring was not the shift to remote arrangements or the structural reorganization that many organizations underwent, but rather a more fundamental change in how employees made sense of their work—and how far that work sustained or eroded their psychological condition. Occupational stress rose sharply across sectors, procrastination moved from an individual concern to a widespread organizational phenomenon, and the boundary between working time and private life blurred in ways that many workplaces were wholly unprepared for (Mishra & Upamanyu, 2025). It is within this context that workplace well-being has regained its urgency—not as a policy buzzword, but as a genuine operational need that organizations must measure and manage in earnest.

Conceptually, workplace well-being has long been understood as something more than a matter of individual responsibility. Danna and Griffin (1999) established that well-being at work is an organizational construct, shaped by working conditions, interpersonal relationships, and the

values an institution enacts in practice, and that it bears directly on productivity, innovation, and organizational sustainability. This argument has continued to accumulate empirical support. Yuan et al. (2025) documented a close relationship between the quality of workplace well-being and an organization's capacity to retain high-performing employees, while Sakshi et al. (2026) linked it to organizational resilience in conditions of uncertainty. The implication is straightforward: measuring *workplace well-being* with a sound instrument is not simply an academic interest—it is a component of responsible organizational governance.

One dimension that has attracted increasing attention in recent years is the relationship between workplace well-being and work-life balance, particularly among younger employees. Shanti and Alwan (2026) found that among Generation Z workers, individual adjustment capacity plays a decisive role in maintaining that balance—and that when balance is sustained, psychological well-being follows. This finding carries a broader implication: well-being cannot be adequately captured by attending to objective working conditions alone; it also depends on how individuals actively manage the competing demands they face across life domains. Lubis et al. (2024) extended this picture by demonstrating that work-life balance contributes to job satisfaction, which in turn affects both service quality and overall individual well-being. Taken together, these findings make the case that measurement instruments capable of capturing the full complexity of *workplace well-being*—including the dimension through which work encroaches on private life—are not supplementary but essential.

The broader literature on psychological well-being reinforces this conclusion from a different angle. Well-being is now widely recognized as a layered construct, shaped by factors such as self-compassion, religiosity, and the capacity to navigate developmental challenges (Pasaribu et al., 2024; Pratiwi et al., 2024). In the Indonesian context specifically, Bennu Nur et al. (2024) identified the particular pressures experienced by individuals occupying a sandwich generation position, where family and occupational demands collide simultaneously. These findings carry methodological implications that cannot be sidestepped: if well-being is constituted by culturally and contextually embedded factors, the instruments used to measure it must be sensitive to those same factors. The recent proliferation of scale adaptation efforts in Indonesia—including adaptations of the Self-Compassion Scale for Youth (Pratiwi et al., 2024) and the Developmental Crisis Questionnaire-12 (Aprodita et al., 2024) reflects a growing disciplinary awareness that linguistic equivalence alone is insufficient; what is needed is construct equivalence, verified empirically.

Within the specific domain of workplace well-being measurement, the instrument developed by Parker and Hyett (2011) merits serious attention. The Workplace Well-Being Questionnaire (WWQ) was designed to move beyond approaches that privileged only the affective dimensions of work experience. Through its four factors—Work Satisfaction, Organizational Respect for the Employee, Employer Care, and Intrusion of Work into Private Life—it offers a more comprehensive account of well-being, one that explicitly incorporates its negative pole. The intrusion factor, in particular, reflects a design decision that has proven prescient: in an era of hybrid work, where professional notifications arrive at all hours and the psychological load of work routinely follows employees' home, the capacity to measure how far work penetrates private life has become indispensable. This dimension connects directly with Shanti and Alwan (2026) findings about psychological detachment capacity as a component of younger workers' well-being.

In Indonesia, studies adapting workplace well-being instruments have begun to emerge, yet several methodological shortcomings continue to characterize this body of work. Many adaptation studies in Indonesia have not yet rigorously examined factor structure replication, discriminant validity at the latent level, or measurement invariance across demographic subgroups. Additionally, many adaptation studies neglect the practical dimension of measurement: whether the instrument is capable of producing meaningful well-being profiles at the individual level, which is precisely what organizational practitioners most often require. Finally, questions about the temporal stability of factor structures and the cross-sample replicability of constructs have received scant empirical attention in the Indonesian literature.

These challenges are compounded by the distinctive character of Indonesian work culture. Murniati and Sutanto (2023) noted that workplace relations in Indonesia are deeply shaped by collectivist values, paternalistic superior-subordinate dynamics, and a family-like relational ethos that does not readily separate from professional conduct. The implications for measurement are substantive. The Employer Care dimension, for instance, may carry connotations in Indonesia that differ considerably from those assumed in Western validation contexts, where professional relationships tend to be more transactional and individually bounded; in this setting, supervisory care may touch on dignity, personal recognition, and relational trust in ways that run far deeper. Similarly, Organizational Respect in Indonesia likely encompasses relational and symbolic dimensions that do not translate straightforwardly. Adaptations that stop at the level of language, without rigorous psychometric scrutiny, risk producing instruments that appear valid on the surface but fail to measure what they claim to measure.

Against this background, the present study aimed to adapt and validate an Indonesian-language version of the Workplace Well-Being Scale (WWB; Parker & Hyett, 2011; Hyett & Parker, 2015) through a comprehensive, staged psychometric approach. Specifically, the study was designed to: (1) examine whether the original four-factor structure replicates in an Indonesian employee sample through confirmatory factor analysis; (2) evaluate item quality and discriminative capacity in the local context; (3) assess composite reliability; and (4) examine internal consistency and adequacy of the higher-order factor structure.

The study contributes on two levels. Theoretically, the findings extend the workplace well-being measurement literature into a non-Western cultural context and offer a more nuanced account of how this construct operates within Indonesian organizational settings. Practically, the availability of a psychometrically validated, culturally adapted instrument equips Indonesian organizations with a reliable tool for employee well-being assessment—one that can serve as an empirically credible foundation for targeted interventions and well-being-centered human resource policy.

Method

Participants

Participants were active employees who met the following inclusion criteria: minimum age of 20 years, minimum educational qualification of senior high school (or equivalent), and current employment status. Non-probability sampling was employed. Prior to data collection, all participants provided informed consent indicating their voluntary agreement to participate. The instrument adaptation procedure followed the ITC Guidelines for Translating and Adapting Tests (International Test Commission, 2016).

Pre-Condition Stage

Prior to initiating the translation process, three foundational steps were completed in accordance with the ITC guidelines. First, formal permission to adapt the instrument was sought from the original developers through direct email correspondence; adaptation proceeded only upon receiving explicit written consent. Second, the research team conducted a thorough review of the instrument's theoretical framework, item content, and construct definitions to determine their conceptual applicability within the Indonesian employment context. This review examined whether the dimensions of the original scale—particularly Employer Care and Organizational Respect—carried equivalent meaning for Indonesian employees, whose workplace experiences are shaped by collectivist values and paternalistic organizational norms. Third, potential sources of cultural and linguistic bias were identified and documented. Items whose semantic or pragmatic content risked introducing construct-irrelevant variance in the target population were flagged for close attention during translation and expert review.

Forward Translation

Two translators independently produced Indonesian renderings of the 31-item instrument. Both were selected on the basis of native or near-native Indonesian proficiency, advanced English competency, and — critically — a working familiarity with psychological measurement and organizational behaviour terminology. To minimize translation bias, each translator worked independently without consulting the other. Before beginning, both were briefed on the study's purpose, provided with definitions of the four measured dimensions, and informed of the intended respondent profile (active adult employees across occupational sectors). This contextual grounding was intended to help translators preserve not only the linguistic form but also the psychological meaning of each item.

Forward Translation Synthesis

Once the two forward translations were completed, a synthesis session was convened with the involvement of a bilingual reviewer holding a background in psychology. The two versions were compared item by item, with differences in wording, tone, and conceptual emphasis discussed systematically. Where the translators diverged, the reviewer facilitated discussion to identify which rendering more faithfully captured the psychological construct being measured. The outcome was a single, consolidated Indonesian version that balanced linguistic naturalness with conceptual precision, and which served as the input for the subsequent back-translation stage.

Backward Translation

To verify that the consolidated Indonesian version maintained semantic equivalence with the original English instrument, a back-translation procedure was carried out. Two translators whose mother tongue was Indonesian produced independent English re-translations of the Indonesian version. Crucially, neither translator had prior exposure to the original instrument, and they were explicitly instructed not to consult each other or any reference materials during the process. This blind, independent approach is designed to surface discrepancies introduced during forward translation that might otherwise go undetected — discrepancies that, if left unaddressed, could compromise the construct equivalence of the adapted scale.

Backward Translation Synthesis

The two independently produced back-translations were subsequently compared against the original instrument in a synthesis session chaired by a bilingual psychologist with expertise in psychometric adaptation. Discrepancies between the back-translations, and between each back-translation and the source text, were systematically reviewed. Where semantic drift was

identified — that is, where the meaning of the re-translated text diverged noticeably from the original — the corresponding items in the Indonesian version were revised accordingly. This iterative reconciliation process continued until the research team was satisfied that the adapted items adequately preserved the psychological intent of the original, at which point the instrument was advanced to the expert review stage.

Expert Review

Expert evaluation was conducted to assess the equivalence and validity of the translated instrument. Reviewers held backgrounds in psychology with specific expertise in industrial and organizational psychology and demonstrated strong proficiency in both English and Indonesian. Each expert was briefed on the study's purpose and the intended application context. They were asked to evaluate the forward translation items to ensure that the psychological meaning of the original was preserved and that each item was appropriate for use in Indonesia. Ratings were assigned using a structured rating scale based on the criteria proposed by Jeanrie and Bertrand (1999) and Sperber (2004), covering two aspects: *comparability* (equivalence in language form, terminology, and sentence structure) and *similarity* (equivalence in meaning even when different wording is used). Expert feedback was used as the basis for revising items that were judged to be insufficiently equivalent, ensuring that the adapted instrument retained conceptual fidelity to the original before proceeding to the trial phase.

Research Instrument

Workplace well-being was measured using the *Workplace Well-Being Questionnaire* (WWQ; Parker & Hyett, 2011). The WWQ is a multidimensional scale assessing four interrelated but conceptually distinct aspects of workplace well-being. The Work Satisfaction dimension captures employees' overall evaluation of their work role, assessing the extent to which work enhances self-worth, fulfils personal needs, and facilitates skill development. This dimension comprises 10 positively worded items (e.g., "Is your work fulfilling?"). Organizational Respect for the Employee evaluates perceptions of how employees are treated by organizational representatives and senior management, focusing on trustworthiness, ethical conduct, and fair treatment. It is measured by 7 positively keyed items (e.g., "Do you feel that your organization respects the staff?"). Employer Care focuses specifically on the immediate supervisor rather than the organization as a whole, measuring perceived levels of care, support, and understanding from one's direct manager, including attentiveness and responsiveness to work-related concerns. This dimension comprises 7 positive items. The Intrusion of Work into Private Life (7 items) dimension represents the negative pole of the model, capturing the extent to which work demands generate stress, pressure, and encroachment on personal life, including difficulties with psychological detachment and perceived negative impacts of work on self-esteem and personal time.

Higher total scores on the WWQ indicate a greater perceived level of well-being in the workplace; lower scores reflect a diminished state of employee well-being. For the present study, responses were collected using a five-point Likert scale, with anchors ranging from 1 = Strongly Disagree to 5 = Strongly Agree.

Ethical Considerations

This study was conducted in accordance with established ethical standards for research involving human participants. Ethical approval was obtained from the Research Ethics Committee of the Faculty of Psychology, Universitas Tarumanagara. Participants were informed about the purpose of the study, the voluntary nature of participation, their right to withdraw at any time without consequences, and the confidentiality of their responses. Informed consent was obtained before

questionnaire completion. No identifying information was collected, and all responses were anonymized to ensure confidentiality. The data were stored securely and used solely for research purposes.

Result

Content Validity

Content validity of the adapted scale was established through expert ratings and cognitive interviews. To enhance content validity, the adapted items were assessed by experts in industrial and organizational psychology as well as psychological measurement, who examined the items' clarity, cultural suitability, relevance, and conceptual equivalence. Cognitive interviews additionally confirmed that items were understood as intended and measured the target construct consistently. Minor revisions to item wording and terminology were implemented on the basis of participant feedback before the instrument proceeded to field testing.

Participants

The main study involved 1,342 active employees. The sample was predominantly young and early-career: the largest age group was 20–25 years (40.8%), followed by 31–35 years (33.5%) and 25–30 years (21.9%). Sex distribution was nearly equal (male: 50.1%; female: 49.9%). Most participants held a bachelor's degree (56.3%), and the majority had been employed between one and five years (84.5%). Demographic characteristics are presented in Table 1.

Table 1

Sociodemographic Characteristics of the Sample (N = 1,342)

Variable	Category	n	%
Age	20–25 years	548	40.8
	26–30 years	294	21.9
	31–35 years	449	33.5
	36–40 years	32	2.4
	41–45 years	18	1.3
	46–48 years	1	0.1
Sex	Male	672	50.1
	Female	670	49.9
Education	Senior High School	373	27.8
	Diploma	195	14.5
	Bachelor's Degree	756	56.3
	Master's Degree	18	1.3
Organizational Tenure	< 1 year	83	6.2
	1–5 years	1,134	84.5
	> 5 years	125	9.3

Descriptive Statistics

Item-level analysis showed that all 31 WWB items yielded responses across the full scale range (1–5), with no floor or ceiling effects. Mean scores ranged from 2.60 to 3.83. The highest mean was observed for WWB_4 ($M = 3.83$, $SD = 0.96$), an item from the *Employer Care* dimension, while the lowest mean was recorded for WWB_31 ($M = 2.60$, $SD = 1.27$), belonging to *Work Satisfaction*. Items in the *Work Satisfaction*, *Organizational Respect for the Employee*, and *Employer Care* dimensions yielded comparatively higher means (ranging from 3.25 to 3.83) relative to items in the *Intrusion of Work into Private Life* dimension (ranging from 2.60 to 3.40), suggesting that participants perceived their work environment as generally supportive while experiencing

moderate levels of work intrusion into private life.

Reliability

The reliability analysis indicated that all dimensions of the Workplace Well-Being Questionnaire (WWQ) demonstrated satisfactory to excellent internal consistency. The Work Satisfaction dimension demonstrated excellent reliability ($\alpha = .901$), while the Organizational Respect for the Employee ($\alpha = .851$), Employer Care ($\alpha = .872$), and Intrusion of Work into Private Life ($\alpha = .891$) exhibited good reliability.

Table 2

Reliability Coefficients of the Workplace Well-Being Questionnaire (WWQ)

Dimension	Number of Items	Cronbach's Alpha	Interpretation
Work Satisfaction	10	.901	Excellent reliability
Organizational Respect for the Employee	7	.851	Good internal consistency
Employer Care	7	.872	Good internal consistency
Intrusion of Work into Private Life	7	.891	Good internal consistency

The findings of this study indicate that all subscales of the WWQ are both internally consistent and reliable for the purpose of measuring workplace well-being. The Cronbach's alpha values obtained in this study exceeded the recommended threshold of .70, thus indicating that the items within each dimension consistently measure the intended constructs. *Confirmatory Factor Analysis (CFA)*.

Confirmatory Factor Analysis

CFA was conducted using LISREL 8.80 with maximum likelihood estimation. Analyses proceeded in two stages: first-order measurement models were estimated separately for each dimension, followed by a second-order structural model specifying all four latent dimensions as indicators of a higher-order *Workplace Well-Being (WWB)* factor.

The full second-order model demonstrated that all four dimensions loaded significantly onto the overarching WWB construct. Completely standardized factor loadings (λ) and squared multiple correlations (R^2) for each item are reported in Table 2.

Table 3

Completely Standardized Factor Loadings from the Second-Order CFA Model

Dimension	No. item	Item	λ	R^2
Work Satisfaction	1	Pekerjaan saya dapat memenuhi kebutuhan saya.	0.74	0.55
	3	Pekerjaan saya memberikan arti/makna hidup bagi saya	0.74	0.55
	6	Pekerjaan saya memuaskan saya.	0.72	0.52
	10	Pekerjaan saya meningkatkan keberhargaan diri saya.	0.66	0.44
	12	Pekerjaan saya memberikan kesempatan bagi saya untuk bekerja sesuai kemampuan saya.	0.72	0.51
	15	Pekerjaan saya membuat saya menjadi pribadi yang	0.73	0.54

Dimension	No. item	Item	λ	R^2
Organizational Respect for the Employee		berkembang.		
	19	Saya mampu mengerjakan pekerjaan di tempat kerja secara efektif	0.74	0.55
	23	Pekerjaan saya memberikan saya tantangan untuk meningkatkan keterampilan saya.	0.71	0.51
	27	Dalam beberapa pekerjaan, saya dapat mengerjakan pekerjaan saya secara mandiri.	0.60	0.36
	31	Saya merasa terhubung dengan nilai - nilai perusahaan.	0.52	0.27
	2	Dalam hal pekerjaan, secara umum saya mempercayai karyawan yang lebih senior.	0.67	0.45
	7	Saya percaya pada prinsip - prinsip yang diterapkan oleh perusahaan tempat saya bekerja.	0.66	0.44
	11	Saya merasa puas dengan cara perusahaan memperlakukan karyawan.	0.70	0.49
	16	Saya merasa perusahaan menghargai karyawan.	0.71	0.51
	20	Saya merasa puas dengan nilai-nilai yang diterapkan dalam perusahaan.	0.72	0.52
Employer Care	24	Jika berdasarkan pada nilai perusahaan, pekerjaan saya sudah memberikan nilai yang positif pada perusahaan.	0.71	0.50
	28	Karyawan di tempat saya bekerja percaya kebernilaian / keberhargaan perusahaan.	0.51	0.26
	4	Saat menghadapi kesulitan kerja, atasan saya bersedia mendengarkan saya.	0.73	0.54
	8	Atasan saya peduli dengan saya.	0.75	0.57
	13	Atasan saya berempati dan peduli dengan masalah yang berhubungan dengan pekerjaan saya.	0.77	0.60
	17	Atasan saya memperlakukan saya seperti yang saya inginkan.	0.76	0.58
	21	Atasan saya dapat memahami kekhawatiran saya dalam bekerja.	0.77	0.59
	25	Dalam hal pekerjaan, saya merasa dapat berkomunikasi dengan baik pada atasan.	0.52	0.27
Intrusion of Work into Private Life	29	Saya percaya bahwa perusahaan saya peduli dengan kesejahteraan karyawannya.	0.52	0.28
	5	Pekerjaan saya mengganggu kehidupan pribadi saya.	0.82	0.82
	9	Saya merasa kesukaran dalam mengelola waktu kerja terkait tuntutan pencapaian kerja.	0.74	0.74
	14	Saya merasa tertekan dengan target yang diberikan perusahaan.	0.82	0.82
	18	Saya merasa sulit untuk tenang setelah jam bekerja.	0.82	0.82
	22	Saya memiliki pikiran negatif terhadap pekerjaan di luar jam kerja.	0.71	0.71
	26	Saya merasa dapat memisahkan diri saya dengan mudah dari pekerjaan di luar jam kerja.	0.51	0.51
	30	Pekerjaan saya memiliki dampak negatif terhadap keberhargaan diri saya.	0.68	0.68

All item-level factor loadings exceeded .50, confirming adequate indicator–factor correspondence throughout the model. Gamma coefficients (γ) from the structural component of the second-order model indicated that Work Satisfaction ($\gamma = .99$), Organizational Respect for the Employee ($\gamma = .98$), and Employer Care ($\gamma = .94$) exhibited strong loadings onto the higher-order WWB factor. Intrusion of Work into Private Life yielded a comparatively lower gamma ($\gamma = .59$), indicating a comparatively weaker association with the higher-order WWB construct relative to the other three dimensions. Goodness-of-fit indices for the full model are reported in Table 3.

Table 4

Goodness-of-Fit Indices for the Full Second-Order CFA Model

Indeks	Values	Criteria	Conclusion
NFI	0.96	$\geq 0,90$	Good fit
NNFI	0.96	$\geq 0,90$	Good fit
CFI	0.97	$\geq 0,90$	Good fit
IFI	0.97	$\geq 0,90$	Good fit
RFI	0.96	$\geq 0,90$	Good fit
RMSEA	0.089	$\leq 0,08-0,10$	Acceptable fit
SRMR	0.068	$\leq 0,08$	Good fit
GFI	0.81	$\geq 0,90$	Marginal fit
AGFI	0.78	$\geq 0,90$	Marginal fit

Note. NFI = Normed Fit Index; NNFI = Non-Normed Fit Index; CFI = Comparative Fit Index; IFI = Incremental Fit Index; RFI = Relative Fit Index; RMSEA = Root Mean Square Error of Approximation; SRMR = Standardized Root Mean Square Residual; GFI = Goodness-of-Fit Index; AGFI = Adjusted Goodness-of-Fit Index.

Incremental fit indices (NFI, NNFI, CFI, IFI, RFI) were all above .95, indicating good model fit. RMSEA = .089, which falls within the acceptable range of $< .10$ (MacCallum et al., 1996), although it does not meet the more stringent criterion of $< .08$ for excellent fit. SRMR = .068 met the $< .08$ criterion (Hu & Bentler, 1999). GFI (.81) and AGFI (.78) fell somewhat below the conventional .90 threshold; however, these indices are known to be sensitive to model complexity and sample size (Sharma et al., 2005), both of which characterize the present model. Taken together, the overall pattern of fit indices supports an acceptable rather than excellent fit of the proposed second-order factor structure, and the marginal GFI/AGFI values suggest that further model refinement may be warranted in future research.

Composite Reliability and Convergent Validity (AVE)

In addition to Cronbach's alpha, composite reliability (CR) and average variance extracted (AVE) were computed for each dimension to provide a more comprehensive evaluation of construct reliability and convergent validity at the latent variable level (Fornell & Larcker, 1981). All four dimensions exceeded the recommended threshold of $CR \geq .70$ and $AVE \geq .50$, indicating adequate composite reliability and satisfactory convergent validity. Results are presented in Table 5.

Table 5

Composite Reliability (CR) and Average Variance Extracted (AVE) for Each Dimension

Dimension	Composite Reliability (CR)	Average Variance Extracted (AVE)
Work Satisfaction	0.919	0.532
Organizational Respect for the Employee	0.887	0.531
Employer Care	0.900	0.565
Intrusion of Work into Private Life	0.914	0.606

Discriminant Validity (HTMT)

Discriminant validity was assessed using the heterotrait–monotrait ratio of correlations (HTMT; Henseler et al., [2015](#)), which is considered a more robust criterion than the traditional Fornell–Larcker approach. According to Henseler et al. ([2015](#)), HTMT values below .90 indicate adequate discriminant validity between conceptually related constructs. As shown in Table 6, the HTMT ratios between Intrusion of Work into Private Life and the other three dimensions were well below the .90 threshold (ranging from .437 to .616), supporting clear discriminability of this dimension. However, HTMT values among Work Satisfaction, Organizational Respect for the Employee, and Employer Care were close to or marginally above the .90 threshold (.893–.898), indicating substantial conceptual overlap among these three positive dimensions of workplace well-being. This pattern is consistent with their shared loading onto the higher-order Workplace Well-Being factor in the second-order CFA model and suggests that, while empirically distinguishable, these three dimensions function as closely related facets of a unified higher-order construct.

Table 6

Heterotrait–Monotrait (HTMT) Ratio of Correlations Between Dimensions

	EC	IWPL	ORE	WS
EC	—			
IWPL	0.437	—		
ORE	0.893	0.616	—	
WS	0.895	0.582	0.898	—

Note. EC = Employer Care; IWPL = Intrusion of Work into Private Life; ORE = Organizational Respect for the Employee; WS = Work Satisfaction. HTMT values < .90 indicate adequate discriminant validity (Henseler et al., [2015](#)).

Figure 1 presents the standardized solution of the Confirmatory Factor Analysis (CFA) model for workplace well-being. The model demonstrates that workplace well-being is represented by several latent dimensions reflected through their respective observed indicators. The standardized factor loadings indicate the strength of the relationship between each indicator and its underlying construct, where higher loading values reflect stronger contributions of the indicators in measuring workplace well-being. Overall, the model shows an acceptable factor structure, suggesting that the indicators adequately represent the proposed dimensions of workplace well-being and support the construct validity of the measurement model.

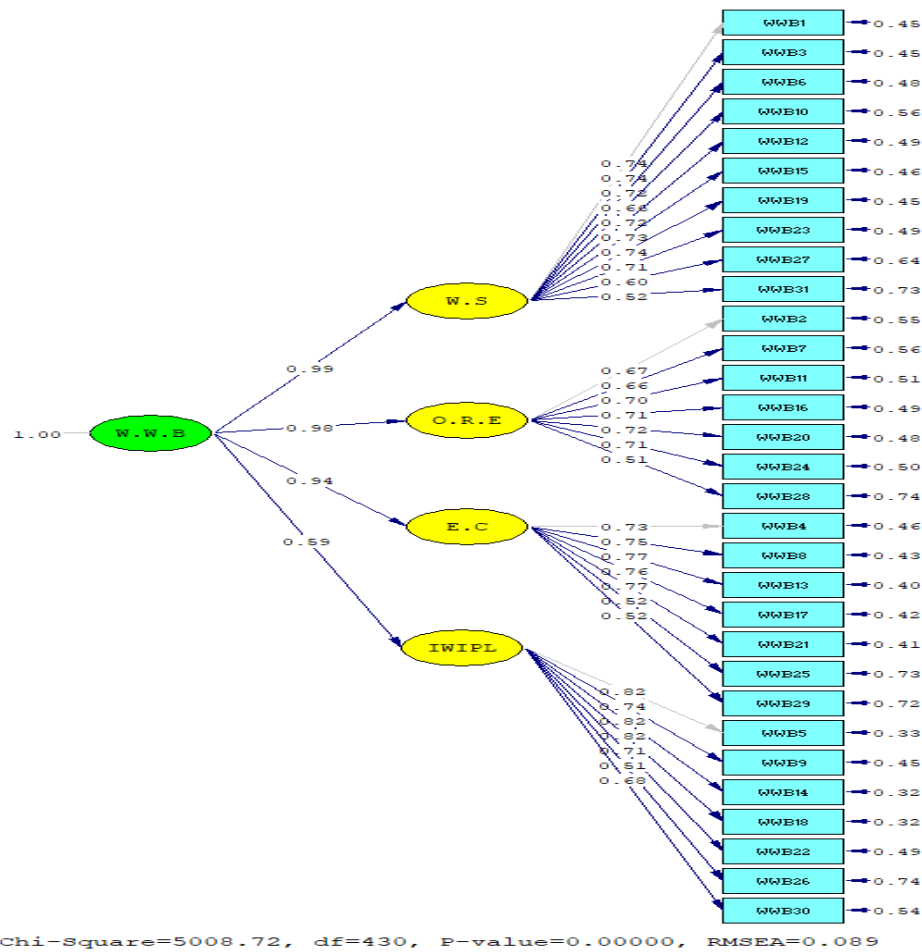


Figure 1. Standardized Solution of the Confirmatory Factor Analysis Model for Workplace Well-Being

Discussion

This study adapted and validated an Indonesian-language version of the Workplace Well-Being Scale (WWB; Parker & Hyett, 2011) in a large sample of active employees in Indonesia. Across all psychometric analyses, the adapted instrument demonstrated adequate construct validity and reliability, supporting its suitability for research and applied use in Indonesian organizational contexts.

The four-dimensional structure originally proposed by Parker and Hyett (2011) was successfully replicated. Each dimension—Work Satisfaction, Organizational Respect for the Employee, Employer Care, and Intrusion of Work into Private Life. This replication is consistent with adaptation studies conducted in other cultural contexts, which have similarly reproduced the original dimensional structure, lending support to the proposition that workplace well-being, as operationalized by this instrument, holds a degree of cross-cultural generalizability.

The Work Satisfaction dimension returned the highest internal consistency ($\alpha = .901$) and the strongest second-order loading ($\gamma = .99$), identifying it as the dimension most strongly represented in the higher-order well-being construct. This finding aligns with theoretical accounts that position intrinsic task fulfilment and perceived meaning in work as central determinants of

occupational psychological health (Deci & Ryan, 2000; Warr, 1987). Viewed through a cultural lens, the salience of this dimension in the Indonesian context is consistent with the literature on collectivist work cultures (Hofstede, 2001): work that confers personal meaning, enhances self-worth, and affords opportunities for growth carries psychological weight that extends well beyond hedonic satisfaction.

The similarly strong loadings of Organizational Respect for the Employee ($\gamma = .98$) and Employer Care ($\gamma = .94$) are interpretable in light of the cultural dynamics that characterize Indonesian organizational life. In environments marked by collectivist orientations, paternalistic superior-subordinate relationships, and relationally dense interactions (Triandis, 1995), perceptions of institutional recognition and supervisory care are not peripheral but central to how employees experience their workplaces. Trust in senior management, belief in the organization's values, and the empathy and attentiveness of direct supervisors appear to function as primary psychological resources in this setting—a finding that carries direct implications for leadership development and organizational culture work in Indonesian companies.

However, the HTMT ratios among these three positive dimensions—Work Satisfaction, Organizational Respect for the Employee, and Employer Care—were borderline (.893–.898), nearing the conventional .90 threshold. This pattern warrants critical reflection. One possibility is higher-order saturation: when three first-order factors share strong loadings onto a single higher-order construct (here, γ values of .94–.99), inter-factor correlations naturally inflate, sometimes to the point of threatening discriminant validity at the first-order level. A second possibility is conceptual redundancy stemming from common positive affectivity—respondents may evaluate satisfaction, respect, and supervisory care through a unified affective lens, particularly when items share positive valence. A third, culturally grounded possibility is collectivistic relational overlap: in Indonesian workplaces, the boundary between 'satisfaction with work,' 'respect from the organization,' and 'care from one's supervisor' may be experientially less distinct than in more individualistic cultures, where these constructs are more readily separated. Future research using bifactor modelling or testing alternative model specifications could help disentangle whether these dimensions are best conceptualized as distinct facets, indicators of a saturated general factor, or some combination thereof.

The comparatively lower second-order loading of Intrusion of Work into Private Life ($\gamma = .59$, error variance $\psi = .65$) suggests that this dimension exhibits a comparatively weaker association with the higher-order well-being factor than the other three subscales. Rather than diminishing its importance, this finding may point to the multidimensional nature of work–life boundary management, which is shaped by individual, occupational, and cultural factors that do not reduce neatly to a general sense of well-being (Ashforth et al., 2000). The reverse-keyed item WWB26, which returned the lowest factor loading in the full model ($\lambda = .51$), may warrant closer examination in future revisions, as reverse-keyed items are a known source of construct irrelevant variance, particularly in translated instruments.

Regarding overall model fit, while incremental fit indices (NFI, NNFI, CFI, IFI, RFI all $> .95$) and SRMR (.068) were satisfactory, the absolute fit indices were less compelling. RMSEA = .089 falls within the acceptable but not excellent range, and GFI (.81) and AGFI (.78) fell below the conventional .90 threshold. Although these absolute indices are well known to be sensitive to model complexity and large sample sizes (Sharma et al., 2005)—both of which apply here—their marginal values nonetheless suggest that some residual covariance among items is not fully

captured by the current model specification. Possible sources include wording effects from reverse-keyed items, common method variance arising from single-source self-report administration, and minor cross-loadings reflecting the conceptual overlap among the three positive dimensions discussed above. Future iterations of this instrument might benefit from selective freeing of theoretically defensible residual covariances, examination of bifactor specifications, or item-level refinement targeting the lowest-loading items.

Several limitations should be acknowledged. First, the sample skewed toward younger employees with relatively short organizational tenures, which may limit generalizability to senior workers or those in supervisory roles. Second, while overall model fit was satisfactory on incremental indices, the marginal GFI and AGFI values together with the RMSEA of .089 indicate scope for refinement—for instance, through the selective freeing of theoretically defensible residual covariances or alternative model specifications such as bifactor modeling. Third, exclusive reliance on self-report data introduces the possibility of common method variance, though the use of multiple constructs with distinct response anchors partially mitigates this concern. Fourth, the present study did not examine measurement invariance across demographic subgroups—such as age cohorts, sex, education level, or organizational tenure—despite the large and heterogeneous sample. Establishing configural, metric, and scalar invariance is a critical next step before the instrument can be used to draw comparative inferences across groups; until then, observed group differences in well-being scores should be interpreted with . Fifth, no test-retest reliability data were collected; the temporal stability of scores across administrations therefore remains to be demonstrated, and should be addressed in future work using designs with adequate retest intervals. Sixth, the present validation relied on classical test theory analyses (Cronbach's alpha, CFA, CR, AVE, HTMT) and did not employ more modern item analyses such as McDonald's omega, corrected item-total correlations, item response theory (IRT) analyses, or examination of local item dependence. Future psychometric work on this instrument would benefit from incorporating these techniques to provide a more granular evaluation of item-level functioning. Seventh, discriminant validity at the first-order level was borderline among the three positive dimensions (HTMT = .893–.898), raising the possibility that these dimensions are not fully empirically distinct in the Indonesian context, and may instead function as indicators of a saturated general workplace well-being factor.

Notwithstanding these limitations, the present findings provide preliminary psychometric evidence that the Indonesian WWB is a generally adequate tool for assessing workplace well-being in Indonesia. Researchers and practitioners in industrial and organizational psychology may use this instrument to conduct employee well-being assessments, design evidence-based organizational interventions, and develop human resource policies grounded in a rigorous understanding of what employees actually experience at work, while remaining attentive to the psychometric refinements and additional validity evidence that future work should provide.

Conclusion

This study successfully adapted and validated an Indonesian-language version of the Workplace Well-Being Scale (WWB; Parker & Hyett, 2011; Hyett & Parker, 2015) in a large sample of active Indonesian employees ($N = 1,342$). Psychometric analyses generally support the adequacy of the Indonesian WWB structure, although several fit indices suggest room for further refinement.

The four-factor structure—*Work Satisfaction*, *Organizational Respect for the Employee*, *Employer Care*, and *Intrusion of Work into Private Life*—was replicated in the Indonesian context. The second-order CFA confirmed that all four dimensions converge on a coherent higher-order well-being

construct. Incremental fit indices all exceeded .95, and RMSEA = .089 was within the accepted range. Slightly marginal values for GFI and AGFI are explicable given the model's complexity and the large sample size.

Among the four dimensions, Work Satisfaction exhibited the strongest loading onto the higher-order workplace well-being factor ($\gamma = .99$), followed by Organizational Respect for the Employee ($\gamma = .98$) and Employer Care ($\gamma = .94$). This pattern is consistent with the collectivist, relationally embedded character of Indonesian work culture, in which work meaning, institutional recognition, and supervisory care constitute central sources of psychological well-being. The Intrusion of Work into Private Life dimension, while exhibiting a comparatively lower loading onto the higher-order factor ($\gamma = .59$), remained significant and reflects a contemporary reality increasingly relevant in post-pandemic hybrid work environments.

The primary contribution of this study lies in providing a psychometrically informative empirical validation of an Indonesian-language adaptation of the WWB, grounded in ITC guidelines. Future research should (a) examine measurement invariance across demographic subgroups—particularly across generational cohorts, sex, and occupational sectors; (b) assess temporal stability through test-retest designs with adequate retest intervals; (c) employ modern item analyses including McDonald's omega and IRT-based approaches; and (d) explore alternative model specifications (e.g., bifactor modelling) to better account for the conceptual overlap observed among the three positive dimensions.

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Ethical statement

This study received ethical approval from the Research Ethics Committee of the Faculty of Psychology, Universitas Tarumanagara. All procedures were conducted in accordance with institutional ethical guidelines for research involving human participants.

Informed Consent Statement

Informed consent was obtained from all persons involved in the study.

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Conflicts of Interest

On behalf of all authors, the corresponding author states that there is no conflict of interest.

Data availability

The research data are not publicly available due to privacy and confidentiality concerns of the participants.

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