

## The Impact of Organizational Change and Work Autonomy on Employee Well-Being

Janet Omega, Elfrida Viesta Napitupulu

Institut Bisnis dan Informatika Kwik Kian Gie, Indonesia

Email: janetomega45@gmail.com, elfrida.napitupulu@kwikkiangie.ac.id

**Abstract.** In the VUCA (Volatility, Uncertainty, Complexity, Ambiguity) business era, organizational change and work autonomy significantly influence employee well-being, yet their combined impact remains underexplored, particularly in Indonesian contexts. This study aims to analyze and empirically examine the impact of Organizational Change and Job Autonomy on Employee Well-Being. The background of this research is based on the importance of maintaining employee well-being amidst structural changes and autonomy demands in modern work environments. This research employs a quantitative approach with a sample of 36 employee respondents. Data were analyzed using multiple linear regression techniques. The results show that Organizational Change and Job Autonomy simultaneously have a significant and positive effect on Employee Well-Being. This finding is supported by a coefficient of determination ( $R^2$ ) value of 0.721, indicating that 72.1% of the variation in Employee Well-Being can be explained by the two independent variables. The results conclude that effective management of organizational change and the provision of adequate job autonomy are key factors in enhancing employee well-being. Practical implications include strengthening two-way communication, increasing autonomy in work methods, and integrating supportive training programs to foster a healthier and more adaptive work environment.

**Keywords:** organizational change, job autonomy, employee well-being, multiple regression.

### INTRODUCTION

In a business era characterized by complexity, uncertainty, and rapid change and known as VUCA (Volatility, Uncertainty, Complexity, Ambiguity), organizations are required to not only react to external dynamics tactically, but proactively design a change strategy that is fundamental and sustainable (Al-Husain et al., 2025; Syamsir, Saputra, & Mulia, 2025). Current organizational changes include restructuring work structures, digitizing business processes, and transforming organizational culture (Harahap et al., 2023). While much of the management literature focuses on the outcomes of change in the context of organizational efficiency or performance, the psychosocial aspects of change, especially its impact on employee well-being, are still relatively underexplored in depth (Cervera, 2025; Dewangan, 2025).

Globally, employee well-being has become a critical concern for organizations across industries (Eng, Sun, Meng, & Neill, 2025; Garcia, 2025). According to the Gallup Global Workplace Report 2023, only 23% of employees worldwide report thriving in their overall well-being, while 44% struggle daily (Adamska-Chudzińska & Pawlak, 2025; Ligedere, 2025). Furthermore, the OECD Better Life Index highlights that work-related stress and insufficient workplace autonomy are among the leading factors contributing to declining mental health and job satisfaction in developed and emerging economies (Balvociute & Salkauskiene, 2025; Ebrahimi, Pike-Bowles, & Choudhury, 2025). These statistics underscore the urgent need for organizations to prioritize employee well-being, particularly during periods of significant organizational transformation. The macroeconomic impact of poor employee well-being is

substantial, with the World Health Organization estimating that depression and anxiety cost the global economy approximately \$1 trillion per year in lost productivity (Ribeiro, Peralta, Ribeiro, & Marques, 2025; Sultan & Sultan, 2025). This global context reinforces the importance of understanding how organizational change and job autonomy influence employee well-being at the micro-organizational level (Raho & Benchikh, 2025).

Employees play a central role in the process of organizational change (Huang, 2025; Liu, Zhao, & Liu, 2025). They are not only the object of the new policies and systems that are implemented, but also agents of change who are expected to be able to adapt to new roles, procedures, and expectations (Shahin, Goswami, Lobentanzer, & Corrigan, 2025). However, the adaptation process does not always take place in a linear or seamless manner. Recent studies show that changes that are not managed systematically and communicatively can cause uncertainty, work stress, resistance, and other psychological disorders (Anwar & Rasyid, 2023; Rosnaeni et al., 2024). In the context of organizations in Indonesia, it was found that internal policy changes that are not accompanied by open communication can cause significant resistance from employees, as well as reduce overall work motivation (Anwar & Rasyid, 2023).

In the face of such adaptation pressures, one of the buffer factors that has proven to be relevant is work autonomy (Fahmy & Al Asrag, 2025). Work autonomy refers to the level of flexibility that employees have in determining the how, time, and method of completing their tasks. Empirical studies show that work autonomy not only increases intrinsic motivation, but also has a significant impact on the psychological well-being of employees. Research in Makassar (2023) found that work autonomy has a positive effect on work welfare, especially in the context of a dynamic work environment. Internationally, Li and Zhang (2022) show that work autonomy is positively correlated with employee well-being with the meaning of work as a mediator and self-efficacy as a moderator.

In the context of organizational change, work autonomy can also serve as an adaptive mechanism that allows individuals to develop healthier and contextual coping strategies. State that the perception of change combined with a high level of autonomy reinforces the meaning of work as well as encourages proactive behaviors such as job crafting, which in turn supports work well-being (Li, Kaltiainen, & Hakanen, 2025; Signore et al., 2025). These findings indicate the importance of examining the relationship between organizational change and simultaneous work autonomy, especially in relation to employee well-being as an important indicator of successful human resource management (Dara, Febriantina, & Suwatno, 2025; Mansour, 2025).

In Indonesia, the literature on work welfare and work autonomy is beginning to receive academic attention (Suharto, Damayanti, & Lengkanawati, 2025). However, studies that specifically examine the combination of organizational change and work autonomy and its impact on employee well-being in large companies are limited. Even though companies such as PT. Kalbe Farma, Tbk, as one of the largest pharmaceutical industry players in Indonesia, is undergoing various transformation initiatives, ranging from digital technology integration, division reorganization, to innovation portfolio development (SBM ITB, 2023). These changes, although strategic, have the potential to increase workload, create adaptation stress, and create an imbalance between organizational demands and individual psychological capacity.

To obtain an initial picture of employees' perception of organizational changes, the level of work autonomy, and perceived work welfare, the researcher has conducted a pre-survey of 30 employees from one of the business sub-units of PT. Kalbe Farma, Tbk. Subjects are selected purposively by considering variations in positions and periods of service. The data collection instrument used a questionnaire with a five-point Likert scale designed to measure three main constructs in this study, namely perception of organizational change, the level of work autonomy, and the level of work welfare.

Respondents generally strongly agree that the organizations they work for have undergone significant changes in recent times (average score of 4.36). This indicates that organizational change is a real phenomenon and is felt by employees. In addition, changes that occur in work structures and processes are also considered frequent (average score of 4.26), reinforcing the impression of active organizational dynamics. Although most employees are aware of the impact of changes on the work environment (3.8) and agree that these changes are necessary for organizational progress (3.93), there is a lack of clarity in the role felt by some respondents (2.53 in the statement confused by the impact of the change on roles), indicating the potential need for better communication and socialization of change in order to optimize employee adaptation.

In general, employees feel they have adequate control and freedom in carrying out their duties, with average scores ranging from 3.66 to 4.10. Statements related to control over how to complete tasks obtained the highest score (4.10), indicating that work autonomy was quite felt by respondents. In addition, they also felt an increase in trust from the organization after change (3.66), as well as the support of the work environment to take measurable risks (3.7). This shows that work autonomy is an important factor that is maintained and may even be strengthened in the process of organizational change.

Respondents rated their well-being in the category quite agreed, with an average score ranging from 2.96 to 3.40. Statements related to satisfaction with work and life conditions, happiness with work, and compensation received ranged from 2.96 to 3.26, indicating that employee well-being can still be improved. Moreover, a relatively lower score in physical and mental health aspects (2.96) indicates that the pressure or workload that arises due to organizational change may begin to have an impact on employee well-being. However, management is considered quite open in receiving complaints and needs related to welfare (3.4), which is a positive thing in the context of human resource management.

This pre-questionnaire data indicates that organizational changes have been felt by employees and are accompanied by adequate work autonomy, and have the potential to be a supporting factor in facing change. However, even if employee well-being is at a sufficient level, there are indications that there is room for improvement, particularly in terms of handling the psychological and physical impact of change. This underscores the importance of paying more attention to change management strategies and holistic employee well-being.

This study aims to analyze the influence of organizational changes and work autonomy on employee welfare at PT. Kalbe Farma, Tbk. Given the dynamics of changes that occur in organizations, this study focuses on how the variables of organizational change and work autonomy simultaneously affect the condition of employee welfare, which is a crucial aspect in human resource management and organizational sustainability.

Based on the background and initial findings through the pre-questionnaire, it is known

that employees experience quite intense organizational changes and have varying levels of work autonomy. However, the perception of support for change is still low, and the welfare aspects of employees, especially related to health and compensation, are not optimal. Based on these conditions, the questions in this study are: How does organizational change affect employee well-being? How does work autonomy affect employee welfare?

In order to keep the focus of the research focused and the analysis can be carried out in depth, this study is limited by several scopes as follows: The research subjects are limited to employees working in one of the business sub-units of PT. Kalbe Farma, Tbk., and does not include all units or entities in the group of companies. The scope of organizational change studied is focused on the dynamics of structural changes, work systems, and organizational policies that have occurred in the last two years. The variables analyzed in this study were limited to three main variables, namely: organizational change, work autonomy, and employee welfare. Other external factors that could potentially affect employee well-being, such as leadership style, organizational culture, work environment, or compensation system, were not included in the scope of this study.

This research is expected to provide benefits both theoretically and practically, both for companies, employees, and scientific development, as follows: This research is expected to be the basis for management in formulating internal policies that are more adaptive to organizational changes. Research findings can help companies identify internal factors that affect the success of the change process, as well as develop a human resource management strategy that is more responsive to employee well-being. Thus, work policies can be directed to maintain productivity while strengthening employee loyalty in the midst of organizational dynamics. This study provides insight into the importance of work autonomy and work-life balance as factors that support mental health, motivation, and quality of life in the workplace. It is hoped that the results of this research can encourage employees to be more prepared and adaptive in facing organizational changes without neglecting the aspect of personal welfare. This research contributes to the development of literature in the field of human resource management and organizational behavior, especially related to the influence of organizational change and work autonomy on employee welfare. The results of this study can be a reference for future research that wants to explore similar variables in different organizational contexts and broader methodological approaches.

## **MATERIALS AND METHOD**

This research was carried out in July 2025 at the Head Office of PT. Kalbe Farma, Tbk, which is in East Jakarta. The study used a quantitative approach with a survey method to examine the relationship between organizational change, work autonomy, and employee well-being. Data collection was carried out through a structured questionnaire to employees in one of the business sub-units that are undergoing an organizational adaptation process, so it is relevant to be studied. The analysis technique used is multiple linear regression to measure simultaneous and partial influences between variables. The data collected consisted of primary data through questionnaires and secondary data from internal company documents. The study population was 57 employees, and the number of samples taken was 36 people, determined using the Slovin formula with a margin of error of 10%. Sample selection was carried out purposively with certain criteria, such as a minimum working period of one year and active

involvement in unit operations. The questionnaire uses a five-point Likert scale to quantitatively measure respondents' perceptions, which allows for statistical analysis of the data. All data were analyzed to test the hypothesis regarding the relationship between organizational change, work autonomy, and employee well-being in a dynamic organizational context.

## RESULTS AND DISCUSSION

### *Distribution of Respondents' Answers to Research Variables*

#### a. Organizational Change Variables

Based on the results of the frequency distribution analysis and the calculation of the mean (mean), it can be concluded that most of the respondents showed a fairly positive attitude towards organizational change. In the statement regarding concern about the position or position, the mean value was relatively low (2.81), indicating that the respondents' level of concern was in the medium to lower category. On the other hand, the statement about work motivation obtained a fairly high mean value (3.94), indicating that the majority of respondents felt more motivated after the change.

Support for training and socialization can also be seen from the mean value of 3.81, as well as the perception that productivity increases with the same mean value. Understanding of the organization's new values (mean 3.83) and openness to communication (mean 4.03) showed that respondents were quite accepting of a new work culture. In fact, training is considered the most useful with the highest mean of 4.14, indicating that training plays a big role in increasing competence and productivity.

However, there are still some aspects that are considered not optimal. The opportunity to provide input before the change is made (mean 3.28) and the two-way communication space with management (mean 3.25) tend to be lower, which indicates the need for increased employee participation in the change process. In addition, respondents also felt an increase in work pressure (mean 3.36) and a heavier workload (mean 3.22), although not very dominant.

**Table 1. Distribution of Respondent Answers of Organizational Change Variables**

No	Statement	Value					Total	Mean
		STS	TS	N	S	SS		
1	This change made me feel worried about my position/position	6	9	10	8	3	36	2.81
2	I feel more motivated in my current job	1	2	6	16	11	36	3.94
3	The socialization/training provided is enough	0	3	9	16	8	36	3.81
4	My work productivity has increased since using this system	0	2	7	23	4	36	3.81
5	I understand the organization's new values	0	1	11	17	7	36	3.83
6	I'm more open to communication/feedback	0	2	6	17	11	36	4.03
7	Training improves my competence & productivity	0	0	7	17	12	36	4.14
8	Clear and useful assessment results	0	3	6	18	9	36	3.92
9	I was given the opportunity to give input before the change	4	7	8	9	8	36	3.28
10	There is two-way management-employee communication	5	5	9	10	7	36	3.25
11	I understand the influence of external change	1	1	15	13	6	36	3.61
12	I was given space to provide external input/solutions	2	4	11	14	5	36	3.44

No	Statement	Value					Total	Mean
		STS	TS	N	S	SS		
13	I experience increased work pressure	2	7	10	10	7	36	3.36
14	Workload heavier than ever	3	7	11	9	6	36	3.22
<b>Total</b>								<b>50.44</b>
<b>Rerata</b>								<b>3.60</b>

Overall, these results show that despite the lack of pressure and concern, the majority of respondents still showed positive acceptance, increased motivation, and tangible benefits from the training and communication.

#### b. Work Autonomy Variables

Based on the results of the descriptive analysis on Work Autonomy, it can be seen that most of the respondents showed a positive tendency towards the freedom of work provided by the organization. The statements "I can determine the best way to get my work done" and "Freedom in choosing work methods makes me more creative and productive" obtained the highest mean score, which was 3.94. This indicates that respondents feel they have enough space to determine their own work methods according to personal preferences, which has an impact on increased creativity and productivity.

Meanwhile, the lowest mean value is found in the statement "The work environment supports the implementation of my personal work style" with an average of 3.36. These results show that although respondents feel quite free to manage their work styles, work environment support is still considered not fully optimal.

**Table 2. Distribution of Respondent Answers of Work Autonomy Variables**

No	Statement	Value					Total	Mean
		STS	TS	N	S	SS		
1	The freedom to choose my work method makes me more creative and productive	1	0	11	12	12	36	<b>3.94</b>
2	I can determine for myself the best way to get my work done	1	0	7	20	8	36	<b>3.94</b>
3	I feel that my authority in prioritizing tasks is valued by the team and management	1	2	13	13	7	36	3.64
4	Management supports my freedom in organizing and prioritizing work	1	2	15	10	8	36	3.61
5	The control I have over tasks makes me feel more confident and motivated	1	0	13	15	7	36	3.75
6	The company supports me to manage tasks according to my work style	2	1	14	14	5	36	3.53
7	The work environment supports the implementation of my personal work style	1	3	17	12	3	36	<b>3.36</b>
8	I feel free to apply a personal work style in completing my tasks	2	1	13	16	4	36	3.53
9	The organization gives me enough freedom to make decisions about my work	1	2	18	10	5	36	<b>3.44</b>
10	I feel the organization values and supports self-directed initiatives in my work	1	3	15	11	6	36	3.50
<b>Total</b>								<b>36.25</b>
<b>Rerata</b>								<b>3.63</b>

In general, all indicators are in the category of quite high (mean range of 3.36–3.94), so it can be concluded that freedom of work and appreciation for employee independent initiative

have been applied well, although there is still room for improvement, especially in the aspect of supporting the work environment.

c. Employee Well-Being Variables

Based on the distribution table of the frequency of respondents' answers and the mean value, it can be concluded that most respondents gave an assessment of agree to strongly agree with most of the statements. For example, on the statements "I feel confident that I can overcome difficult work problems" and "My coworkers help me when facing difficulties at work", the majority of respondents chose the agree and strongly agree categories with high mean values of 4.03 and 4.11, respectively, indicating strong confidence and social support in the workplace.

On the other hand, in terms of health and work-life balance, respondents tended to give more diverse answers. The statement "I rarely experience physical complaints such as muscle pain, headaches, or fatigue" had the lowest mean of 2.72, indicating that quite a few respondents still experienced physical complaints at work. Likewise, statements related to rest arrangements (mean 2.97) and work interruptions to personal activities (mean 2.89) show that work-life balance has not been fully maintained.

**Table 3. Distribution of Respondent Answers to Employee Well-Being Variables**

No	Statement	Value					Total	Mean
		STS	TS	N	S	SS		
1	I feel valued and recognized for my contributions in the workplace	1	2	10	16	7	36	3.72
2	I felt confident that I could handle difficult work problems	0	0	8	19	9	36	4.03
3	My coworkers helped me when facing difficulties at work	0	1	3	23	9	36	4.11
4	I feel that my boss and colleagues appreciate my hard work	0	3	4	23	6	36	3.89
5	I rarely have physical complaints (muscle pain, headaches, fatigue)	7	8	12	6	3	36	2.72
6	I was able to manage my breaks well to stay energetic	6	5	11	12	2	36	2.97
7	I rarely feel like work interferes with personal/family activities	6	6	14	6	4	36	2.89
8	The company provides support to maintain a work-life and balance	4	8	9	11	4	36	3.08
9	I am willing to go the extra mile for the success of the team/company	1	1	11	13	10	36	3.83
10	I feel appreciated for the efforts and contributions I have made	1	2	12	11	10	36	3.75
11	I stayed focused and productive despite the tight deadlines	0	5	6	18	7	36	3.75
12	I was able to get back on my feet quickly after failures/difficulties	0	0	10	16	10	36	4.0
13	I can set schedules and priorities of work as needed	0	2	7	19	8	36	3.92
14	Companies provide flexibility in work arrangements	0	3	12	17	4	36	3.61
Total							50.28	
Average							3.59	

In general, these results illustrate that respondents feel appreciated, supported by colleagues and superiors, and have good psychological resilience in the face of work pressure. However, there are still challenges related to physical load and time management, which need to get the company's attention so that employee productivity and well-being can be more optimal.

### **Classic Assumption Test**

#### **a. Normality Test**

**Table 4. Normality Test**

One-Sample Kolmogorov-Smirnov Test					
					Unstandardized Residual
N					36
Normal Parameters <sup>a,b</sup>		Mean		.0000000	
		Hours of deviation		4.62290040	
Most Extreme Differences	Extreme	Absolute		.081	
		Positive		.073	
		Negative		-.081	
Test Statistic					.081
Asymp. Sig. (2-tailed) <sup>c</sup>					.200d
Monte Carlo Sig. (2-tailed) <sup>e</sup>	Carlo	Sig. (2-tailed) <sup>e</sup>	Itself.		.787
			99% Confidence Interval	Lower Bound	.776
				Upper Bound	.797

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

The results of the normality test using the One-Sample Kolmogorov-Smirnov Test showed that the significance value of Asymp. Sig. (2-tailed) is 0.200 and Monte Carlo Sig. value is 0.787. Both values are greater than the significance level of 0.05, so it can be concluded that the residual data in this study is normally distributed. Thus, the assumption of normality is fulfilled and parametric statistical analysis such as linear regression can be resumed.

#### **b. Multicollinearity Test**

**Table 5. Multicollinearity Test**

<b>Coefficients<sup>a</sup></b>								
<b>Model</b>		<b>Unstandardized Coefficients</b>		<b>t</b>	<b>Sig.</b>	<b>Collinearity Statistics</b>		
		<b>B</b>	<b>Std. Error</b>			<b>Tolerance</b>	<b>VIF</b>	
<b>1</b>	(Constant)	2.823	5.604	.504	.618			
	Organizational Change	.489	.135	.414	3.621	.001	.648	1.544
	Work Autonomy	.628	.134	.536	4.689	.000	.648	1.544

#### **a. Dependent Variable: Employee Welfare**

Based on the results of the multicollinearity test in the Coefficients table, it can be seen



that the Tolerance value for the variables of Organizational Change and Work Autonomy is 0.648 and the VIF value is 1.544 respectively. This value is still within the permissible tolerance limit, namely  $Tolerance > 0.10$  and  $VIF < 10$ . Thus, it can be concluded that in this regression model there is no problem of multicollinearity, so that independent variables do not influence each other excessively. This shows that Organizational Change and Work Autonomy can be used together in the model to explain variations in the dependent variable, i.e. Employee Well-Being, without distortion due to too strong relationships between independent variables.

c. Heteroscedasticity Test (Glejser Test)

**Table 6. Heteroscedasticity Test**

		Coefficients <sup>a</sup>			t	Sig.
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	3.967	3.374		1.175	.248
	Organizational Change	-.024	.081	-.064	-.294	.770
	Work Autonomy	.024	.081	.065	.300	.766

a. Dependent Variable: abs\_res

The Coefficients table above shows the results of the multicollinearity test through the regression residual test. The significance values for the variables Organizational Change (Sig. = 0.770) and Work Autonomy (Sig. = 0.766) were both greater than 0.05. This indicates that the two independent variables do not have a significant effect on absolute residual (abs\_res). Thus, it can be concluded that the regression model is free from heteroscedasticity problems, so the classical assumption of heteroscedasticity is fulfilled and the regression model is feasible to use for further analysis.

**Hypothesis Test**

a. Multiple Linear Regression Analysis Test

**Table 7. Multiple Linear Regression Analysis Test**

\*Dependent Variable: Employee Welfare

		Coefficients <sup>a</sup>			t	Sig.
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	2.823	5.604		.504	.618
	Organizational Change	.489	.135	.414	3.621	.001
	Work Autonomy	.628	.134	.536	4.689	.000

a. Dependent Variable: Employee Welfare

Based on the results of multiple linear regression analysis, the regression equation is obtained as follows:

$$Y = 2.823 + 0.489X_1 + 0.628X_2$$

where:

- a) Y = Employee Well-Being
- b)  $X_1$  = Organizational Change
- c)  $X_2$  = Work Autonomy

The equation shows that the constant value of 2.823 means that if the variables of Organizational Change ( $X_1$ ) and Work Autonomy ( $X_2$ ) are zero, then the Employee Welfare level ( $Y$ ) remains at 2.823. The regression coefficient of the Organizational Change variable ( $X_1$ ) of 0.489 indicates that every one unit increase in organizational change will improve employee well-being by 0.489 units, assuming the other variables are constant. Meanwhile, the regression coefficient of the variable Work Autonomy ( $X_2$ ) of 0.628 shows that every one unit increase in work autonomy will increase employee welfare by 0.628 units, assuming the other variables are constant.

Thus, the two independent variables, namely organizational change and work autonomy, have a positive influence on employee welfare, and between the two, work autonomy has a greater influence than organizational change.

b. Regression Coefficient Test (t-test)

1) Hypothesis 1: The Effect of Organizational Change ( $X_1$ ) on Employee Well-Being ( $Y$ )

Based on the results of the partial test (t-test) in multiple linear regression analysis, it was obtained that the Organizational Change variable ( $X_1$ ) had a regression coefficient value of 0.489, a t-calculation value of 3.621, and a significance level (Sig.) of 0.001. Since this significance value is less than 0.05, the null hypothesis ( $H_0$ ) is rejected and the alternative hypothesis ( $H_1$ ) is accepted.

Thus, it can be concluded that Organizational Change has a positive and partially significant effect on Employee Welfare. This means that the more effectively organizational changes are designed and implemented, the higher the level of well-being felt by employees. These findings show that the process of planned organizational change and actively involving employees can improve the psychological, social, and general well-being conditions of PT. Kalbe Farma, Tbk.

**Table 8. T-Test Results**

Model		Coefficients <sup>a</sup>			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	2.823	5.604		.504	.618
	Organizational Change	.489	.135	.414	3.621	.001
	Work Autonomy	.628	.134	.536	4.689	.000
<b>a. Dependent Variable: Employee Welfare</b>						

Based on the results of the partial test (t-test), the variable Organizational Change ( $X_1$ ) has a t-value of 3.621 with a significance level of 0.001 ( $< 0.05$ ). This shows that Organizational Change has a positive and significant effect on Employee Welfare ( $Y$ ). Furthermore, the variable Work Autonomy ( $X_2$ ) obtained a t-value of 4.689 with a significance level of 0.000 ( $< 0.05$ ). This means that Work Autonomy also has a positive and significant effect on Employee Welfare ( $Y$ ). Thus, it can be concluded that both Organizational Change and Work Autonomy partially make a real contribution to improving employee welfare, where the most dominant influence is given by the Work Autonomy variable because it has a higher t-value than Organizational Change.

2) Hypothesis 2: The Effect of Work Autonomy ( $X_2$ ) on Employee Well-Being ( $Y$ )

The results of the partial test (t-test) showed that the variable Work Autonomy ( $X_2$ ) had a regression coefficient value of 0.628, a t-calculation value of 4.689, and a significance level (Sig.) of 0.000. Since this significance value is less than 0.05, the null ( $H_0$ ) hypothesis is rejected, and the alternative hypothesis ( $H_1$ ) is accepted.

Therefore, it can be concluded that Work Autonomy also has a positive and significant effect partially on Employee Welfare. This indicates that the higher the level of autonomy given to employees in managing and carrying out their work, the higher the level of well-being they experience. These findings are in line with the theory that granting autonomy promotes a sense of belonging, responsibility, and job satisfaction, which ultimately impacts the overall well-being of employees.

c. Model Test (f-test)

**Table 9. F-Test Results**

ANOVA						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1933.230	2	966.615	42.645	.000b
	Residual	747.992	33	22.666		
	Total	2681.222	35			
a. Dependent Variable: Employee Welfare						
b. Predictors: (Constant), Autonomy, Organizational Change.						

Based on the results of the simultaneous test (F test) in the ANOVA table, the F value was obtained at 42.645 with a significance level of 0.000 ( $< 0.05$ ). This shows that the regression model built is significant. In other words, the variables of Organizational Change and Work Autonomy simultaneously have a positive and significant effect on Employee Well-Being. These findings indicate that the better the organizational changes that are carried out and the higher the level of work autonomy provided, the more they will be able to improve employee welfare.

d. Determination Coefficient Test (r square)

**Table 10. Determination Coefficient Test Table**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.849a	.721	.704	4.761
a. Predictors: (Constant), Autonomy, Organizational Change				

Based on the Model Summary table, a correlation coefficient value (R) of 0.849 was obtained which indicates a very strong relationship between independent variables (Organizational Change and Work Autonomy) and dependent variables (Employee Welfare). The value of the determination coefficient (R Square) is 0.721 or 72.1%, which means that the variation in changes in Employee Well-being can be explained by the variables of Organizational Change and Work Autonomy. Meanwhile, the remaining 27.9% was explained by other factors outside of this research model. The Adjusted R Square value of 0.704 indicates the adjusted results, and it remains consistent showing that the regression model used has good predictive ability.

## **Discussion**

This study empirically confirms that organizational changes and work autonomy have a crucial role in fostering employee well-being in business sub-unit of PT. These findings not only provide support for relevant management theories, but also present significant practical implications for managerial practices in companies.

### ***The Effect of Organizational Change on Employee Well-Being***

The results showed that organizational changes had a positive and significant effect on employee welfare with a regression coefficient value of 0.489 and a significance of 0.001 ( $<0.05$ ). This finding means that the more effective the organizational change process is implemented, the higher the level of well-being felt by employees.

Descriptively, most of the respondents gave a positive assessment of the change process that took place in the business sub-unit of PT Kalbe Farma, Tbk. The overall mean value for the organizational change variable was 3.60, which was included in the category of quite high. Employees feel that the changes made by the company are able to increase work motivation (mean 3.94), strengthen understanding of the organization's new values (mean 3.83), and encourage open communication between colleagues and superiors (mean 4.03).

These findings indicate that good change management—especially through training (highest mean 4.14) and open communication—can increase employee acceptance of change and foster a sense of security and confidence. However, there are still aspects that need to be improved, such as the opportunity to provide input (mean 3.28) and two-way communication with management (mean 3.25). The lack of active participation of employees in the change process can hinder the sense of ownership of the organization.

Theoretically, these results support the view of Armenakis & Bedeian (1999) who emphasize the importance of employee engagement and open communication in reducing resistance to change. When employees understand the direction of change and feel included, their sense of security, motivation, and psychological well-being will increase. Thus, the results of this study confirm that well-planned and well-communicated organizational changes are an important factor in improving work welfare at PT Kalbe Farma, Tbk.

### ***The Influence of Work Autonomy on Employee Well-Being***

Based on the results of the regression test, work autonomy has a positive and significant effect on employee welfare, with a regression coefficient value of 0.628 and a significance level of 0.000 ( $<0.05$ ). Work autonomy has a more dominant influence than organizational change, which shows that freedom in organizing and making work decisions is a key factor in creating employee well-being.

Descriptively, the overall average value of the work autonomy variable was 3.63, which showed that respondents had a positive perception of the work freedom provided by the organization. The statements with the highest mean value are "I can determine for myself the best way to complete my work" and "Freedom of choice of work method makes me more creative and productive" (mean 3.94). This shows that employees have room to innovate and work according to personal preferences, which has an effect on increased satisfaction and psychological well-being.

However, the aspect of support for the work environment towards the implementation of

personal work styles (mean 3.36) is still relatively low, indicating the need for increased managerial support and a more flexible work system.

These results are in line with the theory of Self-Determination (Deci & Ryan, 2000) which explains that autonomy is a basic psychological need that drives intrinsic motivation and individual well-being. In the context of PT Kalbe Farma, Tbk, the provision of work freedom, appreciation for independent initiatives, and support for personal work styles play a major role in increasing the sense of ownership, confidence, and overall well-being of employees.

Thus, it can be concluded that the higher the level of autonomy that employees feel, the greater the level of well-being they experience, both psychologically and socially.

### ***The Simultaneous Effect of Organizational Change and Work Autonomy on Employee Welfare***

The results of the simultaneous test (F test) showed that Organizational Change and Work Autonomy together had a positive and significant effect on Employee Welfare, with an F value of 42.645 and a significance of 0.000 ( $<0.05$ ). The value of the determination coefficient ( $R^2 = 0.721$ ) showed that 72.1% of the variation in employee well-being could be explained by these two variables, while the remaining 27.9% were influenced by other factors such as leadership, organizational culture, or work-life balance.

These results show that organizational change and work autonomy are a combination of important factors in creating employee well-being. Organizational change made with effective communication, active participation, and training support, when followed by high work autonomy, will create a healthy and adaptive work climate.

These findings are consistent with previous research by Parker et al. (2017) and Bakker & Demerouti (2018) which stated that a combination of well-managed organizational change and granting autonomy to employees can improve employee engagement and well-being.

Thus, the resulting regression model ( $Y = 2.823 + 0.489X_1 + 0.628X_2$ ) shows that both organizational change and work autonomy both contribute to employee well-being, with work autonomy as the dominant factor. These findings can be the basis for PT Kalbe Farma, Tbk to maintain a humanistic change management strategy while strengthening the work autonomy policy as an effort to improve employee welfare and productivity.

## **CONCLUSION**

Based on the results of data analysis and discussion in the previous chapter, several conclusions were drawn as follows: Organizational Change had a positive and significant effect on Employee Welfare. The test results showed a regression coefficient value of 0.489 with a significance level of 0.001 ( $<0.05$ ). This meant that the better the implementation of organizational change—through effective open communication, training, and socialization—the higher the well-being felt by employees. Employees who felt engaged and understood the direction of change tended to have higher work motivation and satisfaction. Work Autonomy had a positive and significant effect on Employee Welfare. Based on the results of the t-test, the regression coefficient value of 0.628 with a significance of 0.000 ( $<0.05$ ) indicated that the higher the level of autonomy given to employees, the higher their level of well-being. Autonomy in determining how to work, decision-making, and freedom to innovate made

employees feel more valued and motivated, thus having a positive impact on psychological and social well-being. Organizational Changes and Work Autonomy simultaneously had a significant effect on Employee Welfare. The results of the F-test showed an F-value of 42.645 with a significance of 0.000 ( $<0.05$ ), and an  $R^2$  value of 0.721. This indicated that the two independent variables together were able to explain 72.1% of the variation in Employee Well-Being, while the remaining 27.9% were influenced by other factors outside the research model. Thus, employee welfare increased if organizational changes were carried out properly and accompanied by adequate work autonomy. Overall, this study confirmed that participatory change management and the provision of high work autonomy were important factors in building a healthy, productive, and sustainable work environment at PT. Kalbe Farma, Tbk.

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