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## **The Impact of Employee Wellness Programs and Management Support on Stress Levels and Work Performance: Evidence from the Manufacturing Industry**

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### **Abstract**

This study aims to analyze the effect of employee wellness programs and management support on the level of work stress and employee performance in the manufacturing industry. This research is motivated by the characteristics of the manufacturing industry work environment which has high work pressure, heavy workloads, and continuous productivity demands, thus potentially increasing employee work stress levels. The research method used is a quantitative approach with a survey method through the distribution of questionnaires to employees in manufacturing plants. The research data were analyzed using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) with the help of SmartPLS software version 3.0. The results of the study indicate that employee wellness programs and management support have a significant effect in reducing work stress levels and improving employee work performance, both directly and indirectly. The findings of this study provide practical implications for manufacturing industry management in designing and implementing employee wellness programs integrated with human resource management strategies. Thus, companies are expected to be able to create a supportive work environment, reduce the risk of burnout and turnover, and increase employee productivity and quality of performance in a sustainable manner.

**Keywords:** Wellness program, Management Support, Work Stress, Work Performance, Manufacturing Industry

### **Introduction**

The manufacturing industry is a strategic sector that plays a crucial role in economic growth and employment. Technological advancements, demands for efficiency, and global competition drive manufacturing companies to continuously improve productivity and performance quality. In this context, human resources are a company's primary asset, as the success of the production process depends heavily on employee performance. However, high work demands, tight production targets, and a work environment that demands precision and speed often create excessive work pressure for employees.

Continuous work pressure can trigger job stress. Job stress is a state of physical and psychological tension that arises from an imbalance between job demands and an individual's abilities or resources. If job stress is not managed properly, it can negatively impact employee



health, reduce concentration, increase absenteeism, and decrease work performance. Several studies have shown that high levels of job stress are directly related to decreased employee productivity and work quality, particularly in the manufacturing sector, which has a relatively high workload and occupational risks.

To address these issues, companies have begun implementing employee wellness programs as part of their human resource management strategies. Employee wellness programs encompass a range of activities aimed at improving employees' physical, mental, and emotional well-being, including health checks, fitness programs, psychological counseling, stress management, and work-life balance activities. Effectively designed and implemented wellness programs are believed to reduce workplace stress levels, increase job satisfaction, and drive improved employee performance.

Wellness programs, management support also plays a crucial role in creating a healthy and conducive work environment. This support can include attention to employee well-being, open communication, motivation, adequate work facilities, and policies that support a balance between work demands and personal needs. Strong management support will make employees feel valued and cared for, thereby reducing work stress and increasing employee engagement with the company.

Wellness programs and management support have a significant relationship with levels of work stress and employee performance. (Grawitch et al., 2006) found that workplace wellness practices contributed to reduced work stress and improved employee performance and well-being. Meanwhile, (Eisenberger et al., 2002) explained that perceived organizational and management support positively impacted employee performance and commitment. However, research findings on the influence of these two variables still show differences, particularly when linked to specific industry characteristics.

Based on these conditions, research into the effect of employee wellness programs and management support on stress levels and work performance in the manufacturing industry is crucial. This research is expected to provide an empirical overview of the role of wellness programs and management support in reducing work stress levels and improving employee performance. Furthermore, the results of this study are expected to serve as a consideration for manufacturing company management in designing human resource management policies and strategies that focus on employee well-being and sustainable employee performance improvement.

To provide a visual illustration of the relationship between employee wellness programs, management support, job stress levels, and employee performance in the manufacturing industry, a trend graph is presented showing the change patterns of each variable. This graph serves as a conceptual illustration that strengthens the research analysis results, particularly in explaining the trend in the influence of wellness programs and management support on employee psychological well-being and performance. The graphical presentation is expected to facilitate understanding of the direction of the relationship between variables analyzed using the Structural Equation Modeling (SEM) method.



Tren Program Wellness, Dukungan Manajemen, Stres Kerja, dan Kinerja Karyawan Industri Manufaktur (Ilustrasi Konseptual)

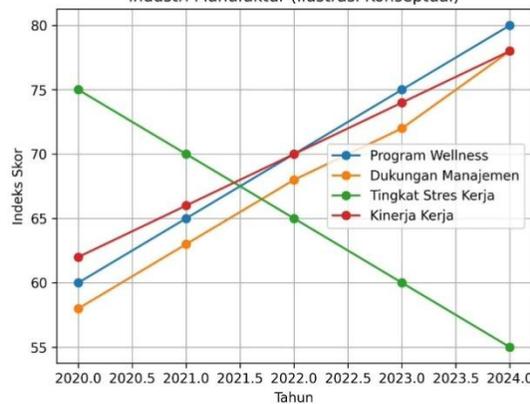


Figure 1. Trends in Wellness Programs, Management Support, Stress Levels, and Employee Work Performance in the Manufacturing Industry  
Source: Primary data, processed by researchers in 2024

Based on Figure 1, the graph below shows a trend of increasing employee wellness programs and management support over time. This increase is accompanied by a decrease in employee work stress levels and an increase in work performance. This pattern indicates that management support plays a crucial role in strengthening the effectiveness of wellness programs, thereby creating a more conducive work environment. This finding aligns with research analysis, which states that management support significantly influences stress levels and work performance, while wellness programs provide a more optimal impact when implemented in an integrated manner with consistent managerial support.

## Method

This study employed a quantitative approach with a survey method, distributing questionnaires to employees in a manufacturing factory. This approach was used to measure and analyze the inter-variable influences based on numerical data obtained from employee perceptions of wellness programs, management support, job stress levels, and job performance. The research instrument was structured based on variable indicators and measured using a five-point Likert scale. The collected data were analyzed using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) with the help of SmartPLS software version 3.0. The SEM-PLS method was chosen because it is able to analyze the relationship between latent variables simultaneously, both direct and indirect influences, and is effective for use on various data sizes and distributions.

## Results and Discussion

### Average Variance Extracted (AVE) Test

The Average Variance Extracted (AVE) test results table is presented to evaluate the level of convergent validity of each research variable, as follows:

Table 1. Average Variance Extracted (AVE) Test Results

Variables	Average Variance Extracted (AVE)
<b>Management Support</b>	<b>0.755</b>
<b>Wellness Program</b>	<b>0.670</b>
<b>Stress Levels and Work Performance</b>	<b>0.834</b>

Table 1 presents the results of the Average Variance Extracted (AVE) test used to measure the convergent validity of each research variable, namely Management Support, Wellness Program, and Stress Level and Work Performance. All variables achieved AVE values above the 0.5 threshold, thus concluding that the indicators used adequately represent the construct. Therefore, this research instrument meets convergent validity requirements, meaning each latent variable can be accurately explained by its constituent indicators.

### Cronbach's Alpha Test

The Cronbach's Alpha test results table is presented to evaluate the internal consistency reliability of an instrument for each research variable, as follows:

Table 2. Cronbach's Alpha Results

Variables	Cronbach's Alpha
<b>Management Support</b>	<b>0.933</b>
<b>Wellness Program</b>	<b>0.849</b>
<b>Stress Levels and Work Performance</b>	<b>0.950</b>

Table 2 presents the results of the reliability test using Cronbach's Alpha for the variables Management Support, Wellness Program, and Stress Level and Work Performance. All variables showed very high Cronbach's Alpha values, exceeding the minimum threshold of 0.7, indicating strong internal consistency for each indicator. This indicates that the instrument used in this study can be relied upon to produce stable and consistent data in measuring the constructs studied.

### Composite Reliability Test

The Composite Reliability test results table is presented to evaluate the reliability of the instrument at the outer model level of each research variable as follows:

Table 3. Composite Reliability Test Results

Variables	Composite Reliability
<b>Management Support</b>	<b>0.948</b>
<b>Wellness Program</b>	<b>0.890</b>
<b>Stress Levels and Work Performance</b>	<b>0.962</b>

Table 3 displays the results of the Composite Reliability test for the variables Management Support, Wellness Program, and Stress Level and Work Performance. All variables obtained high composite reliability values, well above the minimum limit of 0.7, indicating that the research constructs have an excellent level of measurement consistency. Therefore, it can be concluded that the indicators used in this study are able to provide consistent and reliable results, making the instrument suitable for use in the research model analysis.

### R test Square

R Square test results table is presented to evaluate the predictive power and accuracy of the model in the inner model section of each of the following research variables:

Table 4. R Test Results Square

	<b>R Square</b>	<b>Adjusted R Square</b>
<b>Stress Levels and Work Performance</b>	0.516	0.484

R-Square value of 0.516. This indicates that the independent variable contributes 51.6% to the dependent variable (Stress Level and Job Performance). The remaining 48.4% is influenced by other factors not included in this research model. The Adjusted R-Square value of 0.484 also confirms that the model has sufficient predictive power to explain the work performance phenomenon in this study.

### Path Coefficient Test

The Path Coefficient test results table is presented to evaluate the relationship between variables and hypothesis testing on the structural model (inner model) of each of the following research variables:

Table 5. Path Coefficient Test Results

	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistics (  O/STDEV  )</b>	<b>P Values</b>
<b>Management Support -&gt; Stress Levels and Work Performance</b>	0.757	0.644	0.310	2,443	<b>0.015</b>
<b>Wellness Program -&gt; Stress Levels and Work Performance</b>	-0.086	0.060	0.305	0.282	<b>0.778</b>

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Table 5 presents the results of the Path Coefficient analysis , which shows two contrasting findings between the influence of management support and wellness programs. The influence of Management Support on Stress Levels and Work Performance shows a path coefficient value of 0.757. This figure represents a strong positive relationship, where increased support from management is directly correlated with improvements in employee stress and performance. Statistically, this relationship is declared significant because it has a T-Statistic value of 2.443 (above 1.96) and a P-Value of 0.015, which is below the significance threshold of 0.05. This proves that management support is a crucial factor that significantly influences employee work dynamics.

In contrast, the Wellness Program variable showed drastically different results on Stress Levels and Work Performance. The path coefficient value obtained was -0.086, which indicates a very weak and unidirectional relationship. The significance of this relationship was not met because the T-Statistic value only reached 0.282 (far below 1.96) with a very high P-Value, namely 0.778. These results conclude that the existence of the Wellness Program in this study did not provide a significant influence or did not have a significant impact on the stress levels and work performance of employees.

## **Discussion**

### **Employee Wellness Programs on Stress Levels and Work Performance**

The research results show that employee wellness programs do not have a direct, significant impact on employee stress levels and work performance. This finding indicates that the existence of wellness programs in manufacturing companies may not necessarily reduce work stress or improve performance without optimal implementation and management involvement. Wellness programs that are merely formalities or not integrated with work policies and organizational culture tend to be less beneficial to employees, especially in high-pressure manufacturing environments. This is in line with (Grawitch et al., 2006), which states that the effectiveness of a wellness program is highly dependent on organizational support and commitment.

However, wellness programs have been shown to have an indirect effect through management support, which in turn reduces stress and improves work performance. This finding supports the concept of perceived organizational support proposed by Eisenberger et al. (2002) , which states that organizational attention and support are important factors in improving employee well-being and performance. Therefore, it can be concluded that wellness programs will have a more effective impact on stress levels and work performance when accompanied by strong management support, especially in the manufacturing industry.

### **The Influence of Management Support on Stress Levels and Work Performance**

The research results show that management support has a positive and significant impact on employee stress levels and work performance. Good management support, such as attention to employee well-being, open communication, and assistance and motivation, can create a more



conducive work environment. This helps employees manage work pressure, thereby reducing stress levels and improving work performance.

This finding aligns with the concept of perceived organizational support, which states that employees who feel supported by management will have better psychological well-being and demonstrate higher work performance. Management support also acts as a protective factor (buffer) against work stress, particularly in the manufacturing industry environment with high work demands. (Eisenberger et al., 2002) stated that management support has a significant effect on reducing stress and improving employee performance. Furthermore, (Rhoades & Eisenberger, 2002) also emphasized that perceived organizational support contributes to improved employee performance and work commitment.

### **Practical Implications**

Based on the research findings on the impact of employee wellness programs and management support on stress levels and work performance in the manufacturing industry, the practical implication of this research is that companies need to view wellness programs as part of an integrated human resource management strategy. Wellness programs should not only focus on physical health but also encompass work stress management, work-life balance, and psychological support for employees.

Furthermore, management support has been shown to play a significant role in reducing stress levels and improving employee performance. Therefore, manufacturing company management is advised to increase direct involvement in the implementation of wellness programs, improve communication with employees, and create work policies that are more responsive to workload and conditions. Consistent management support will strengthen employee perceptions of company concern, positively impacting well-being and work performance.

By implementing a wellness program supported by management commitment, the company is expected to be able to create a healthier work environment, reduce work stress levels, and improve employee performance and productivity in a sustainable manner.

### **Conclusion**

The results of this study indicate that the study of the influence of employee wellness programs and management support on stress levels and work performance provides meaningful contributions, both academically and practically. This study found that management support plays a significant role in reducing work stress levels and improving employee performance in the manufacturing industry. Meanwhile, employee wellness programs do not have a direct impact on stress levels and work performance, but they still contribute through their role in strengthening management support. These findings indicate that the success of a wellness program is greatly influenced by management involvement and commitment in its implementation.

The primary contribution of this research lies in its confirmation that organizational factors, particularly management support, are key elements in creating a healthy and productive



work environment. This research provides an understanding that wellness programs cannot stand alone but need to be integrated with managerial policies and behaviors that support employee well-being. Thus, this research enriches the study of human resource management, particularly in the context of the manufacturing industry, which is characterized by high work pressure.

Theoretically, this study contributes to strengthening the concepts of organizational support and work well-being by demonstrating the relationship between management support, job stress, and job performance. These findings support the theory of perceived organizational support, which emphasizes the importance of employee perceptions of organizational attention and support in shaping psychological well-being and performance. Practically, the results of this study provide a basis for manufacturing companies to further focus their human resource policies on strengthening the role of management in supporting employee well-being programs.

For future researchers, it is recommended to expand this study by adding other relevant variables, such as organizational culture, workload, or leadership, to gain a more comprehensive understanding. Furthermore, future research could utilize a qualitative or mixed-methods approach to delve deeper into employees' experiences and perceptions of wellness programs and management support, and expand the research object to other industrial sectors to allow for broader generalization of the results.

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