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The Moderating Effect of Social Support on the Relationship Between Grit and Employee Well-being in Indonesia

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Abstract
Well-being has become a critical concern in the VUCA (volatility, uncertainty, complexity, ambiguity) environment, as it directly affects organizational sustainability, individual adaptability, and overall productivity. Personal resources such as grit and external resources like social support play essential roles in sustaining well-being under these challenging conditions. This research aims to investigate the role of social support as a moderator in the relationship between grit and employee well-being in Indonesia. The proposed hypotheses are that grit positively affects well-being and that social support moderates this effect. The respondents consist of 507 employees, with 55 respondents used for validity and reliability testing. The sample was selected using purposive sampling techniques. Instruments used included the Indonesian Well-being Scale, Employee Grit Scale, and Multidimensional Scale of Perceived Social Support (Indonesian adaptation). Data analysis was conducted using moderation regression with Hayes Model 1 (Hayes, 2017). The results show that grit positively affects well-being, where employees with high grit experience better well-being ($\beta = 0.42$, $p < 0.01$). Social support has a significant direct effect on well-being ($\beta = 0.35$, $p < 0.05$), indicating that social support positively contributes to employee well-being. However, the moderating effect of social support on the influence of grit on well-being was not significant ($\beta = 0.08$, $p > 0.05$), suggesting that social support does not always strengthen the effect of grit on well-being. A unique finding of this research is social support ambivalence, particularly within Indonesia's collectivist culture. On the one hand, social support enhances well-being, yet on the other hand, it creates excessive social responsibility (social pressure), which potentially reduces employee well-being. The implications of this study provide recommendations for organizations to design grit development strategies focusing on employee perseverance and to implement a balanced social support system to enhance employee performance and well-being.

Keywords
Well-being; grit; social support; collectivist culture

Introduction

Well-being has emerged as a central concern in Industrial and Organizational Psychology (Tetrick et al., 2024), especially as organizations navigate increasingly volatile, uncertain, complex, and ambiguous (VUCA) environments (Bennett & Lemoine, 2014). Rapid technological advancements, geopolitical uncertainties, and global economic challenges (Esenyel, 2024; Kail, 2010b) further escalate workplace stress (Khan, 2021), which negatively impacts employee well-being (Stankevičiūtė et al., 2021). In such conditions, maintaining employee well-being is not only significant for individual functioning but also critical for organizational sustainability (Lengnick-Hall et al., 2011), adaptability (Pulakos et al., 2000), and overall productivity (Bakker et al., 2023). Research consistently shows that well-being enhances job performance (Fogaça & Junior, 2016; Oswald et al., 2015), improves productivity

by over 13% (Bellet et al., 2024), reduces turnover (Miller, 2016), and boosts long-term organizational effectiveness (Sharpe & Fard, 2022). These findings highlight the strategic importance of employee well-being, particularly in high-pressure work environments. The International Labour Organization (ILO) also recognizes well-being as a critical factor for sustainable organizational growth (Sharpe & Fard, 2022), while recent reviews on Sustainable Human Resource Management (SHRM) emphasize the synergy between employee well-being and long-term corporate sustainability (Kobal Grum & Babnik, 2022).

Although globally well-being is gaining strategic importance, Indonesia continues to face pressing challenges in enhancing employee well-being in the VUCA era. According to GoodStats, Indonesia ranks sixth among ASEAN countries on the Happiness Index, with a score of 5.277, lower than Singapore, the Philippines, and Vietnam (Hidayah, 2023). This trend is supported by national data: the Indonesian Central Bureau of Statistics (Badan Pusat Statistik, BPS) recorded the country's Happiness Index at 71.49 on a 0-100 scale (BPS, 2021). In parallel, a 2022 report by the Indonesian Ministry of Health revealed a marked increase in mental health disorders among employees due to escalating workplace stress (Kemenkes, 2021). These findings suggest that, despite a moderate national well-being level, many Indonesian workers still experience significant occupational stress that undermines their overall well-being. Accordingly, proactive interventions from both organizations and policymakers are crucial to mitigating stress and fostering a healthier, more adaptive work environment. Only through such efforts can organizations create a positive synergy between employee well-being and sustainable productivity.

The mutually reinforcing relationship between employee well-being and organizational productivity has been widely acknowledged as a foundation for business sustainability in today's unpredictable work climate. Not only does well-being support higher performance and efficiency, but it also cultivates employee engagement and loyalty—factors that contribute to long-term profitability (Krekel et al., 2019). Studies further demonstrate that a supportive psychological environment reduces absenteeism and turnover, while enhancing commitment and job satisfaction (Mäkikangas et al., 2016). Importantly, these positive outcomes are often linked to individual psychological resources. Among them, grit—defined as the sustained passion and perseverance to achieve long-term goals—has become a pivotal element in helping employees remain focused and resilient under pressure. In VUCA-driven work settings, grit plays a crucial role in enabling individuals to adapt, persist through uncertainty, and maintain consistent motivation over time (Credé et al., 2017).

Grit

In psychology, grit refers to an individual's sustained passion and unwavering perseverance in achieving long-term objectives (Duckworth et al., 2007). This concept has been widely applied across various domains, including the workplace, where it acts as a strong internal motivational driver (Jordan et al., 2019). Employees with high grit tend to persist despite setbacks (Credé et al., 2017) and maintain consistent effort even when facing uncertainties in dynamic work environments such as the VUCA era (Horney et al., 2010; Kail, 2010a, 2010b). In such high-pressure contexts, grit enables individuals to stay focused on their goals, regulate emotional

responses, and maintain self-discipline—psychological capacities that are essential for protecting well-being in adverse situations (Eskreis-Winkler et al., 2014, 2016). Moreover, gritty employees tend to interpret stressors as manageable challenges rather than as overwhelming threats, allowing them to cope more effectively with workplace demands (Jordan et al., 2018). This ability to persist, self-regulate, and adapt under pressure makes individuals with high grit valuable strategic assets for organizations striving to sustain operations and resilience amidst uncertainty (Jordan et al., 2019; Miller, 2016). However, an excessive focus on personal achievement may lead to misalignment with organizational goals (Gunawan et al., 2022; Shanock et al., 2019), and possessing high grit does not automatically ensure better well-being (Hou et al., 2022). The impact of grit on well-being may be contingent on contextual variables, including social and cultural dynamics, which could moderate or amplify the relationship (Datu et al., 2021).

Social Support

Social support refers to an individual's perception of being valued, having access to assistance, and being part of a reliable social network (Zimet et al., 1988). It plays a crucial role in enhancing well-being by helping individuals cope with emotional challenges and workplace stress (Jolly et al., 2021). In VUCA-driven work environments, where unpredictability and rapid change escalate emotional strain, social support becomes increasingly essential in sustaining psychological stability and performance. A supportive social climate allows employees to express concerns, seek reassurance, and gain practical assistance, thereby maintaining well-being under pressure (Dima et al., 2021; Southwick et al., 2019). In professional settings, grit has shown a significant correlation with multiple well-being indicators, and social support further reinforces this effect by reducing stress and promoting resilience (Credé et al., 2017; Duckworth & Quinn, 2009). In collectivist cultures such as Indonesia, social support plays an even more central role, as well-being is shaped by both universal and socio-cultural factors (Hofstede, 2009; Lomas, 2015, 2020). Collectivist values emphasize harmony, social bonds, and positive interpersonal interaction as foundational to well-being (Maulana, 2019, 2020; Maulana et al., 2018, 2021; Maulana & Khawaja, 2022). Consequently, social relationships and group support become key in managing workplace stress, especially during times of uncertainty (Hofstede, 2009; Lomas, 2015). Empirical studies also show that social support interventions can enhance employee well-being through training programs that foster collaboration and psychological safety (Chen & Gong, 2021). Within the framework of Social Exchange Theory (SET), social support not only functions as a resource but also amplifies the positive effects of grit on well-being through mutual reinforcement and trust-based reciprocity.

According to Social Exchange Theory (SET), social relationships formed in the workplace facilitate the exchange of psychological resources, which can enhance employee well-being (Ahmad et al., 2023; Blau, 2017; Cook et al., 2013). SET explains how reciprocal interactions create a sense of mutual benefit, strengthening the connection between grit as a universal factor and social support as a socio-cultural factor, both contributing to improving employee well-being. This interaction aligns with the principle of social exchange, where employees who perceive strong support from their work environment tend to develop higher well-being

through positive exchanges (Cropanzano et al., 2017; Cropanzano & Mitchell, 2005). Previous studies indicate that grit is often associated with passion and perseverance for long-term goal achievement, yet its effect on well-being is not always positive in the absence of other supporting factors, such as social support (Datu et al., 2021). While grit plays a crucial role in individual perseverance, without adequate social support, highly gritty employees may experience greater workplace stress, ultimately reducing their well-being. However, studies specifically examining social support as a moderator in the grit and well-being relationship within collectivist cultures remain limited. This research gap highlights the need for further exploration on whether social support strengthens the positive impact of grit on well-being, particularly within the VUCA era and Indonesia's collectivist work culture.

Building upon the previously discussed phenomenon and literature review, this study aims to examine the direct influence of grit on employee well-being in Indonesia and investigate whether social support moderates this relationship. Specifically, the research explores how these psychological resources help employees navigate the negative effects of the VUCA work environment such as uncertainty, volatility, and pressure. In this context, grit fosters adaptability and perseverance, while social support reduces emotional strain and enhances resilience. This contextual perspective is reinforced by empirical research from Indonesian workplaces highlighting the importance of psychological adaptability and interpersonal support to face rapid organizational change and job stress (Mukhlisah, 2023; Santoso et al., 2019; Setiawati, 2021).

Method

Participants

This research employed purposive sampling, a type of non-probability sampling, where participants were chosen according to predefined criteria aligned with the research objectives (Sugiyono, 2019). Respondents included in this research were employees in Indonesia aged between 21 and 50 years, with at least one year of work experience. The adequacy of the sample size was determined through a priori power analysis using GPower 3.1 software, with parameters set at a medium effect size ($f^2 = 0.15$), an alpha level of 0.05, and a statistical power of 0.95. The analysis recommended a minimum of 119 participants to test the moderation effect using linear regression. The final sample of 507 participants exceeded this threshold, ensuring sufficient statistical power and robustness in detecting interaction effects. GPower has been widely recognized as a flexible and reliable tool for statistical power analysis across various disciplines, including behavioral sciences (Faul et al., 2007). The respondents comprised males (n = 295, 58%) and females (n = 212, 42%). Based on employment status, the majority were permanent employees (n = 378, 75%), while contract employees accounted for 129 respondents (25%). Regarding work tenure, 128 respondents (25%) had fewer than five years of experience, 152 respondents (30%) had between five and ten years of experience, while 227 respondents (45%) had more than ten years of experience.

Procedure and Design

This research employed a quantitative method with a non-experimental design, as the objective was to examine the natural relationships between variables in a real-world organizational context without applying any manipulation or control. This approach was considered appropriate to understand how grit, perceived social support, and well-being interact among employees under existing workplace conditions (Gravetter et al., 2021). Data were collected within a specific time frame to analyze the relationship between variables without repeated measurements (Wang & Cheng, 2020). Data collection was conducted from September 2024 to January 2025 using an online questionnaire via Google Forms. The research questionnaire consisted of two sections: demographic questions and three research scales. Each respondent provided informed consent before completing the questionnaire to ensure they understood the study's objectives, their rights as participants, and data confidentiality. The research procedure was systematically documented to ensure replicability, allowing the study to be re-examined with different populations or contexts to validate the consistency of findings (Gravetter et al., 2021).

Measurement Instruments

This study utilized three validated measurement instruments: the Indonesian Well-being Scale (IWS), the Employee Grit Scale (E-Grit), and the Indonesian version of the Multidimensional Scale of Perceived Social Support (MSPSS). The IWS, developed by Maulana, Khawaja, and Obst (2019), consists of 20 items that reflect four dimensions: basic needs, social relationships, self-acceptance, and spirituality. The construct validity of this scale was tested using Exploratory Factor Analysis (EFA), and its reliability was confirmed with a Cronbach's Alpha of 0.904. Grit was measured using the E-Grit scale, developed by Febriawan and Maulina (2020), which consists of three dimensions: perseverance of effort, consistency of interest, and adaptability. Its validity was evaluated using Confirmatory Factor Analysis (CFA), and the scale demonstrated good internal consistency, with a Cronbach's Alpha of 0.871. Social support was measured using the Indonesian version of the MSPSS, adapted by Sulistiani, Fajriyanti, and Krsitina (2022) through a forward–backward translation process and expert review to ensure semantic and cultural equivalence. Minor wording adjustments were made to reflect Indonesian collectivist norms, while the original 7-point Likert response scale was retained. The MSPSS demonstrated very high reliability, with a Cronbach's Alpha of 0.915. The Cronbach's Alpha reliability test showed that all three instruments exhibited good internal consistency: IWS ($\alpha = 0.876$), E-Grit ($\alpha = 0.871$), and the Indonesian version of MSPSS ($\alpha = 0.915$). These values exceed the commonly accepted threshold of 0.70, which indicates that the instruments are reliable for use in Indonesian psychological research (Azwar, 2019).

Data Analysis

Moderation analysis was conducted using JASP version 0.18.1.0, following the conceptual framework of Hayes' Model 1, which identifies the moderating role of a variable in the relationship between an independent and a dependent variable (Hayes, 2017). Although the original PROCESS macro was developed for SPSS and SAS, the underlying statistical principles, such as bootstrapping and conditional effects testing, are platform-independent and

widely implemented in modern software. To address non-normal data distribution, this study applied a non-parametric bootstrap procedure, which has been widely validated in psychological research (Hayes, 2017; Johnston & Faulkner, 2021).. JASP, a graph-based statistical software, offers a range of tools for both parametric and non-parametric analyses and was used throughout the data analysis process (Love et al., 2019). This approach aligns with current practices in behavioral and social research and has been validated in numerous empirical studies (Hayes, 2017; Love et al., 2019).

Results

The statistical values presented in this section were generated using JASP software based on the original dataset collected in this study.

Table 1
Descriptive Data of Research Variables

Description	IWB	E-*GRIT*	MSPSS
Valid	507	507	507
Median	88.000	44.000	71.000
Mean	86.895	42.669	68.864
95% CI Mean Upper	87.606	43.022	69.602
95% CI Mean Lower	86.205	42.294	66.073
Standard Deviation	7.722	4.301	8.751
95% CI Santard Deviation Upper	8.700	4.581	9.563
95% CI Standard Deviation Lower	6.860	4.032	8.001
Shapiro-Wilk	0.919	0.949	0.918
Shapiro-Wilk p-value	< .001	< .001	< .001
Minimum	33.000	29.000	25.000
Maximum	100.000	50.000	85.000

Descriptive data analysis was conducted using the bootstrap technique to obtain more stable parameter estimates and more accurate confidence intervals (Diciccio & Romano, 1988). Stability in these parameters is important to ensure the reliability of further inferential analyses, particularly in moderation testing, which is sensitive to data distribution. The analysis results indicate that well-being had a mean of 86.90 (SD = 7.72), grit 42.67 (SD = 4.30), and social support 68.86 (SD = 8.75). These values were derived from the following measurement scales: the Indonesian Well-being Scale (range = 20–100), the Employee Grit Scale (range = 10–50), and the Indonesian version of MSPSS (range = 12–84). Each variable's 95% confidence interval showed a narrow estimate range, indicating result stability.

The Shapiro-Wilk test ($p < .001$) indicated that the data for all research variables were not normally distributed. This result justified the use of the bootstrap technique, which provides more robust parameter estimates and mitigates the impact of non-normality in statistical inference (Johnston & Faulkner, 2021). Conducting a normality test was essential in this study to inform the selection of appropriate statistical techniques, especially given the moderation analysis that follows, which is sensitive to violations of normal distribution assumptions. The relatively higher standard deviation observed in social support suggests variability in

respondents' perceptions, which is relevant for interpreting its role as a moderator in the relationship between grit and well-being.

Normality Test

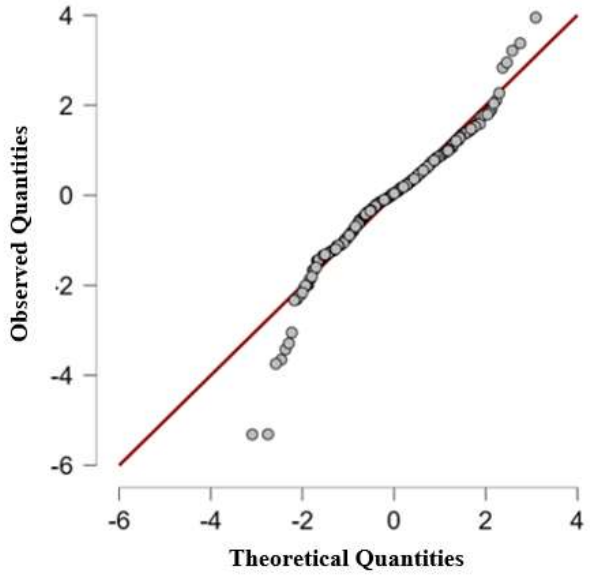
A normality test was conducted to determine whether the data followed a normal distribution, as this assumption affects the suitability of statistical techniques used. Although bootstrap methods are known to handle violations of normality well, confirming distribution characteristics remains important in moderation analysis (Hayes, 2017). The test was performed using JASP version 0.18.1.0 and included both a statistical test and a visual inspection of standardized residuals.

Table 2
Normality Test Result

Variable	P
Indonesian Well-being	
Employee Grit	<0,001
Social support	

In addition to the Shapiro–Wilk results, a Q–Q Plot of Standardized Residuals was used to visually assess the distribution. This plot is commonly interpreted by checking whether the data points follow the diagonal reference line—indicating approximate normality. In this study, although the Shapiro–Wilk test results were significant ($p < .001$), suggesting non-normality, most data points clustered around the diagonal line in the Q–Q Plot, indicating that the distribution is approximately normal and acceptable for regression analysis using bootstrapping (Ghasemi & Zahediasl, 2012).

Figure 1
Normality Test - Q-Q Plot Standardized Residuals



The Q–Q Plot in Figure 1 shows that the data points deviate from the diagonal line, confirming non-normal distribution. This result, along with the significant p-values ($p < .001$) from the Shapiro–Wilk test, supports the use of a non-parametric bootstrap approach. Bootstrapping helps generate robust parameter estimates in non-normal conditions and is widely accepted in psychological research (Hayes, 2017; Johnston & Faulkner, 2021).

Linearity Test

Table 3
Linearity Test for the Dependent Variable Well-being

Model	Variable	P-value	Interpretation
M0	*Grit*	< 0,001	Linear
M0	*Social support*	< 0,001	Linear
M1	*Grit* x *Social support*	0,271	Not Linear

The analysis results indicate that grit and social support have a linear relationship with well-being ($p < 0.001$). However, the interaction term grit × social support does not exhibit a linear relationship ($p = 0.271$), suggesting that the moderating role of social support in the effect of grit on well-being is not significant.

Multicollinearity Test

Table 4
Multicollinearity Test for the Dependent Variable Well-being

Variable	*Tolerance*	P	Interpretation
Grit	0,800	1,250	No multicollinearity detected
Social support	0,850	1,176	No multicollinearity detected
Grit x *Social support*	0,780	1,282	No multicollinearity detected

The multicollinearity test was conducted to verify that excessively high correlations were not present among independent variables in the regression model. The results indicate that all variables had tolerance values> 0.01 and VIF < 10, confirming the absence of multicollinearity issues. Based on these findings, these findings suggest the absence of multicollinearity in the regression model, enabling the analysis to proceed without the risk of biased parameter estimation (Hayes, 2017).

Hypothesis Testing

Table 5
Regression Model Analysis

Model	Variable	Coefficient (β)	SE	t	p	R^2
M0	*Grit*	0,998	0,435	2,296	0,022*	0,417
M0	*Social support*	0,741	0,277	2,678	0,008*	
M1	*Grit* x *Social support*	-0,007	0,007	-1,101	0,271	0,417

***Significant level: p < 0.05**

The regression model analysis revealed that grit ($\beta = 0.998$, $p = 0.022$) and social support ($\beta = 0.741$, $p = 0.008$) were significant predictors of well-being. However, the interaction term

between grit and social support was not statistically significant (β = -0.007, p = 0.271), indicating that the effect of grit on well-being is not moderated by social support.

Table 6
Regression Coefficient

Model	Variable	Coefficient (β)	SE	t	p	R^2
M0	*Grit*	0,998	0,435	2,296	0,022*	0,417
M0	*Social support*	0,741	0,277	2,678	0,008*	
M1	*Grit* x *Social support*	-0,007	0,007	-1,101	0,271	0,417

***Significant level: p < 0.05**

The regression coefficient analysis indicates that grit (β = 0.998, p = 0.022) and social support (β = 0.741, p = 0.008) are significant predictors of well-being. However, the interaction term between grit and social support is not statistically significant (β = -0.007, p = 0.271), suggesting that social support does not moderate the relationship between grit and well-being.

Table 7
Moderation Test

Model	Variable	Coefficient (β)	SE	t	p	R^2
M0	*Grit*	0,998	0,435	2,296	0,022*	0,417
M0	*Social support*	0,741	0,277	2,678	0,008*	
M1	*Grit* x *Social support*	-0,007	0,007	-1,101	0,271	0,417

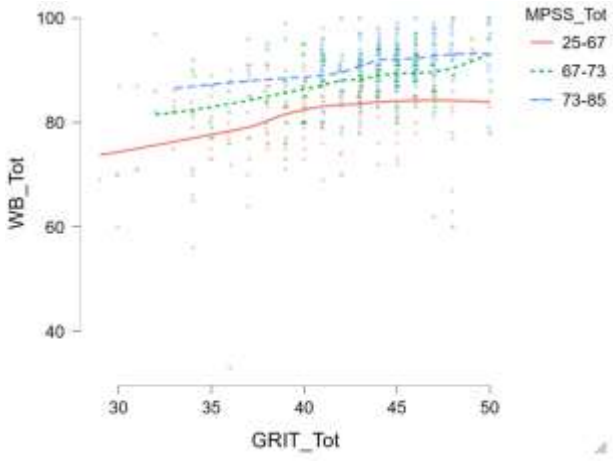
***Significant level: p < 0.05**

The results of the moderation test indicate that social support does not significantly strengthen or weaken the relationship between grit and well-being (p = 0.271). However, both grit and social support remain significant direct contributors to well-being.

Simple Slope Plot Analysis

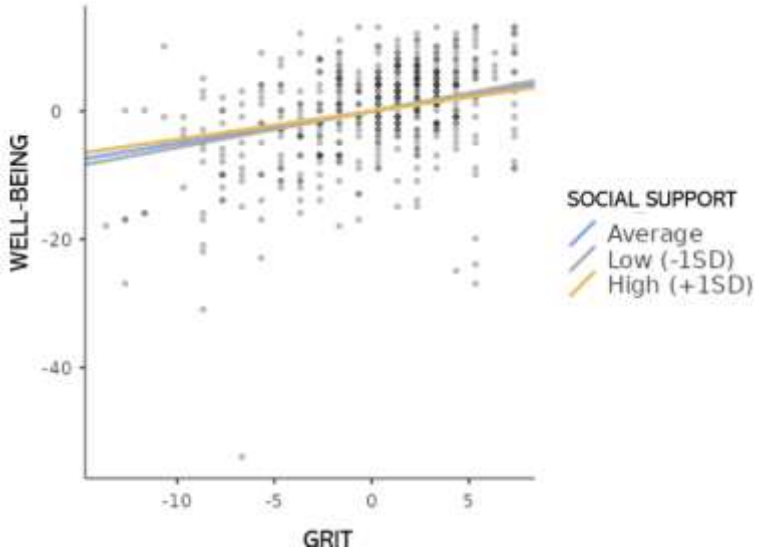
The Simple Slope Plot Analysis was used to visualize the differences in the effect of grit on well-being across different levels of social support. This visualization was conducted using two software programs: JASP version 0.19.3 (JASP, 2024) and JAMOVI version 2.5 (JAMOVI, 2024).

Figure 2
Simple Slope Plot JASP



The Simple Slope Plot in Figure 2, generated using JASP, illustrates that an increase in grit consistently enhances well-being across all levels of social support. However, the similarity in slope across the lines indicates that the moderation effect is not statistically significant.

Figure 3
Simple Slope Plot JAMOVI



The Simple Slope Plot in Figure 3, generated using JAMOVI, provides deeper insights into the interaction between social support, grit, and well-being. The plot indicates that employees with high grit exhibit greater well-being at low levels of social support (-1SD) compared to those with high social support (+1SD). Conversely, at low grit levels, high social support does not significantly increase well-being.

Table 8
***Simple Slope Plot* JAMOVI**

	Estimate	**SE**	**Z**	**p**
Average	0.502	0.0647	7.77	< 0.001
Low (-1SD)	0.565	0.0702	8.05	< 0.001
High (+1SD)	0.440	0.0991	4.44	< 0.001

Table 8 supports this finding by demonstrating that the estimated effect of grit on well-being is greater when social support is low (Estimate = 0.565, $p < 0.001$) compared to when social support is high (Estimate = 0.440, $p < 0.001$). This pattern suggests that, in certain conditions, higher social support may have an ambivalent effect (Rothman et al., 2017), potentially leading to adverse outcomes.

This phenomenon is particularly relevant in collectivist cultures such as Indonesia, where social support is often intertwined with normative expectations and mutual obligations, which can impose additional psychological burdens on individuals (Maulana & Khawaja, 2022). Employees with high grit may be more resilient in navigating such cultural pressures, allowing

them to maintain well-being even in the absence of strong external support. Conversely, employees with low grit are more susceptible to experiencing social support as a source of pressure rather than relief, potentially diminishing their psychological well-being (Jetten et al., 2002; Rothman et al., 2017).

Discussion

This study employed moderation analysis developed by Hayes (2017) to examine how a moderator variable can strengthen or weaken the relationship between an independent variable and a dependent variable. In the workplace, grit plays a crucial role through an individual's consistency of interest and persistent effort in overcoming challenges and pursuing long-term goals (Duckworth et al., 2007). However, some studies suggest that individuals with high grit do not always experience better well-being, as external factors can influence their overall well-being (Datu et al., 2021; Southwick et al., 2019). In collectivist cultures, social support is essential in shaping well-being (Maulana et al., 2018). Social support contributes to well-being by providing emotional and instrumental resources that help individuals face challenges (Jolly et al., 2021). Unlike prior research that predominantly conceptualizes social support as a buffering mechanism, this study examine the ambivalent effect of social support (Rothman et al., 2017). Under certain conditions, which may evolve into social pressure within collectivist cultural context.

The findings confirm the first hypothesis that grit has a positive and significant effect on employee well-being ($\beta = 0.998$, $p = 0.022$). This supports prior research, which suggests that individuals with high grit tend to have better well-being as they are more persistent in overcoming obstacles to achieve long-term goals (Eskreis-Winkler et al., 2016). With perseverance and a strong sense of determination, employees with high grit can manage work-related stress more effectively, thereby enhancing their well-being (Vainio & Daukantaitė, 2016). This study aligns with previous research indicating that grit, particularly in the aspect of long-term perseverance, contributes to improved well-being (Kwon, 2021). A prior meta-analysis found that perseverance in grit plays a stronger role in predicting individual well-being (Credé et al., 2017). However, other studies emphasize that the impact of grit on well-being can be influencing by contextual factors such as socio-cultural (Datu et al., 2021).

The second hypothesis analysis revealed that social support has a significant direct effect on well-being ($\beta = 0.741$, $p = 0.008$). The outcome of this study offers a nuanced perspective that contrasts with dominant empirical evidence which identified social support -particularly from family- as an essential contributor to well-being, accounting for up to 43% (Gülaçtı, 2010). Additionally, other studies confirm that social support can reduce workplace conflicts, which directly enhance employee well-being (Kossek et al., 2011). However, the interaction between grit and social support did not show a significant effect on well-being ($\beta = -0.007$, $p = 0.271$). This suggests that while social support can enhance well-being, its role as a moderator in the effect of grit on well-being was not statistically confirmed in this study.

These findings suggest that in collectivist cultures, strong social ties often create high expectations and social obligations, which may result in psychological stress for individuals (Maulana, 2019). Individuals with strong attachment to their groups tend to conform to prevailing social norms, leading to social expectations that they must fulfill (Jetten et al., 2002). Furthermore, the concept of well-being in collectivist cultures is more complex, as it involves a relational aspect that can serve as both a source of support and a source of pressure (Lomas, 2020).

Ambivalence is conceptualized as a psychological state in which the same source can simultaneously offer support and impose constraint, resulting in both positive and negative consequences (Rothman et al., 2017). The ambivalent nature of social support emerges when assistance from the social environment becomes a burden, particularly when individuals feel compelled to accept assistance or fulfil certain social expectations (Rook et al., 2012). Excessive or contextual inappropriate social support can increase stress, undermine well-being, and hinder individual autonomy (Palant & Himmel, 2019). In the workplace, this pressure becomes more pronounced when individuals feel obligated to provide social support to others, even when they are experiencing their own stress. Overly excessive social support can contribute to emotional strain and decrease employee well-being (Gray et al., 2020).

These findings provide important policy implications for organizations in developing strategies to strengthen employee grit and implementing a balanced approach to social support. From a practical perspective, organization should offer mentoring programs or training that encourage employees to develop grit as an adaptive strategy to cope with workplace stress. Additionally, public education is necessary to ensure that social support is provided wisely, respects individuals boundaries, and promotes autonomy to prevent it from becoming social pressure. Theoretically, this study enriches the understanding of grit as predictor factor and social support as a protective factor in facing workplace challenges in the VUCA era and contributes to enhancing employee well-being in Indonesia.

This study has some limitations, including its cross-sectional design, which does not allow for causal analysis, and the fact that research context is limited to the manufacturing industry, meaning generalizations to other sectors should be made cautiously. Additionally, respondent bias in self-reporting experiences related to grit, social support, and well-being may effect the result, especially given the use of self-report methods that are vulnerable to social desirability bias, where respondents may present a more positive self-image that is socially acceptable (Van de Mortel, 2008). Future research in encouraged to utilize a longitudinal design to better understand the dynamics of grit, social support, and well-being over time. Additionally, further research could explore other factors that influence well-being, as well as conduct in-depth studies on the interactions between social support and social pressure in collectivist culture to better clarify its impact on well-being.

Conclusion

The findings of this study indicate that perseverance and passion for long-term goals (grit) play a crucial role in enhancing well-being. Employees with high levels of grit tend to achieve higher well-being. Additionally, social support has a direct positive effect on well-being. However, social support does not strengthen the effect of grit on employee well-being. In other words, the well-being of employees with high grit remains unaffected by the amount of social support they receive. These results suggest that internal factors play a more dominant role in determining well-being compared to external factors.

An interesting finding of this study reveals that in collectivist cultures that emphasize social cohesion, social support has ambivalent effects. On one hand, social support can enhance well-being, but on the other hand, when provided excessively or without considering individual needs, it can transform into social pressure, ultimately reducing employee well-being. Therefore, in collectivist cultures, it is essential to provide individuals with the space to grow independently. This issue becomes even more relevant in the dynamic and uncertain VUCA era, where employees require high levels of grit to navigate challenges while also receiving balanced social support to enhance their well-being.

Building on these insights, these findings underscore the importance of cultivating internal psychological resources, such as grit, while also promoting culturally sensitive social support strategies to sustain employee well-being in an increasingly demanding work environment.

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