

SUMMARY

This study examines the impact of the Employee Wellness Program and Employee Engagement on Employee Performance, with Employee Well-being as a mediating variable. Conducted as a case study at PT. Bridgestone Tire Indonesia, with a total population of 3,500 employees. A survey method was used, selecting a sample of 359 respondents based on Slovin's formula. This research highlights the growing importance of employee well-being and engagement in enhancing productivity and satisfaction.

The results indicate that the Employee Wellness Program has a positive impact on Employee Performance, and Employee Engagement also positively influences Employee Performance. Furthermore, both the Employee Wellness Program and Employee Engagement significantly enhance Employee Well-Being. However, unexpectedly, Employee Well-Being was found to have a negative effect on Employee Performance, suggesting that excessive comfort in the workplace may reduce motivation and productivity. The mediation test results reveal that Employee Well-Being acts as a partial mediator in the relationship between the Employee Wellness Program and Employee Performance, as well as between Employee Engagement and Employee Performance. These findings provide implications for companies in designing employee wellness programs that not only focus on comfort but also consider a balance with work challenges to sustain employee performance.

These findings emphasize the need for organizations to implement effective wellness and engagement strategies to enhance employee well-being, ultimately leading to improved performance, reduced absenteeism, and a more positive work environment. Furthermore, this study contributes to human resource management literature by reinforcing the mediating role of Employee Well-being in shaping the relationship between wellness programs, engagement, and performance. Future research can explore additional mediating variables to further strengthen these relationships.

Keywords: *Employee Wellness Program, Employee Engagement, Employee Performance, Employee Well-being, Mediation.*